

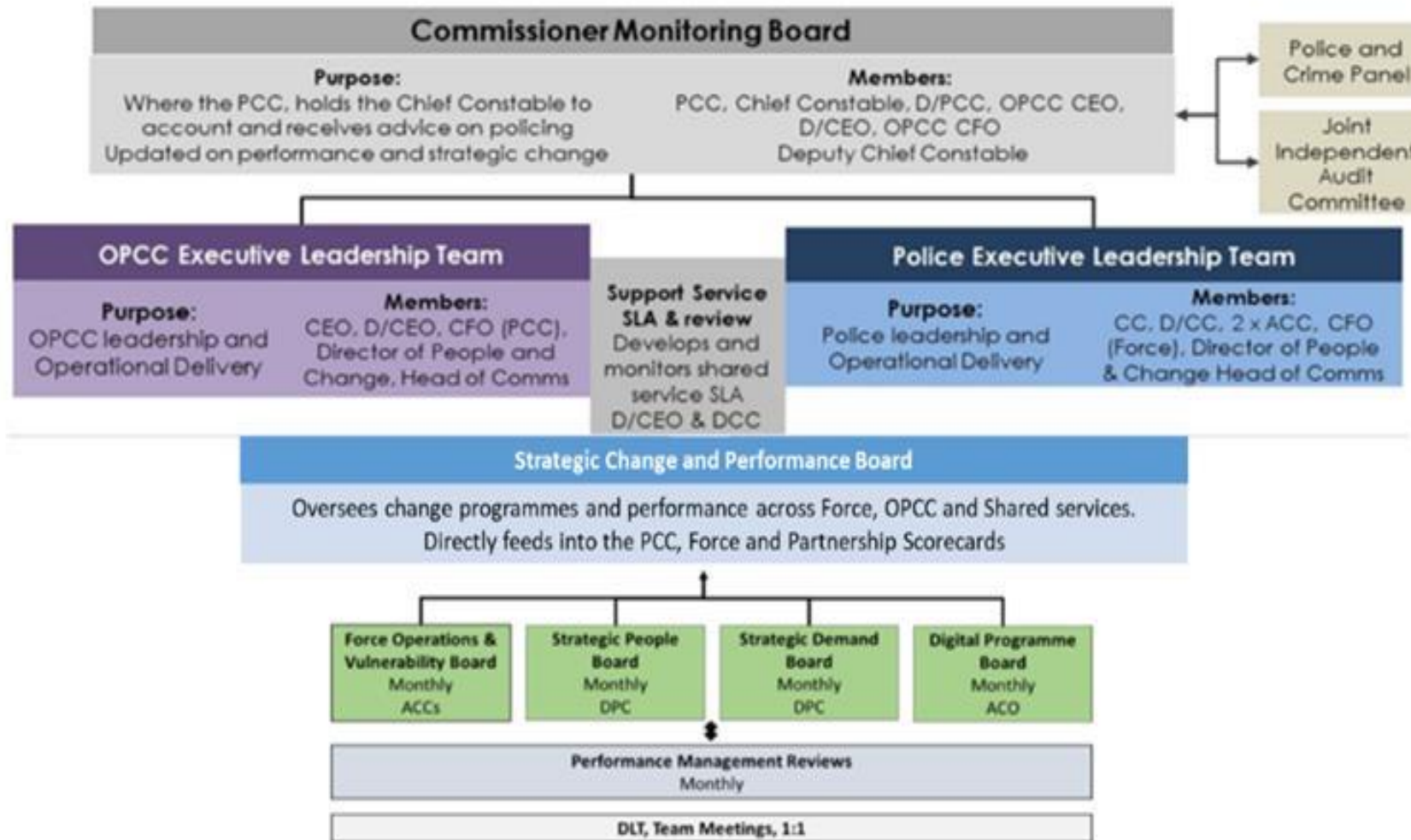
Police and Crime Panel

10th June 2020

Quarter 4 -2020/2021

Performance Overview – by exception

Wiltshire OPCC & Wiltshire Police Integrated Governance & delivery arrangements



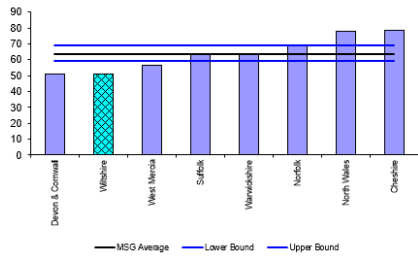
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Priority One: Prevent crime and keep people safe

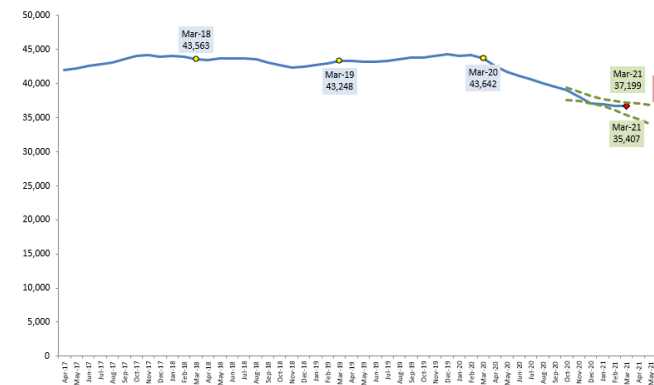
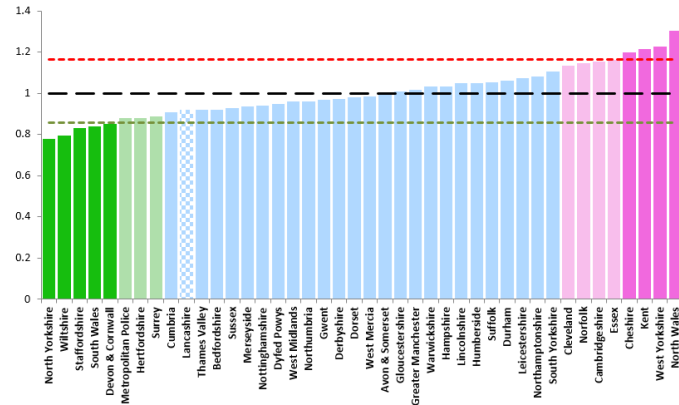
Crime Volume



iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents
Wiltshire
Crimes
01 Mar 2020 - 28 Feb 2021



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



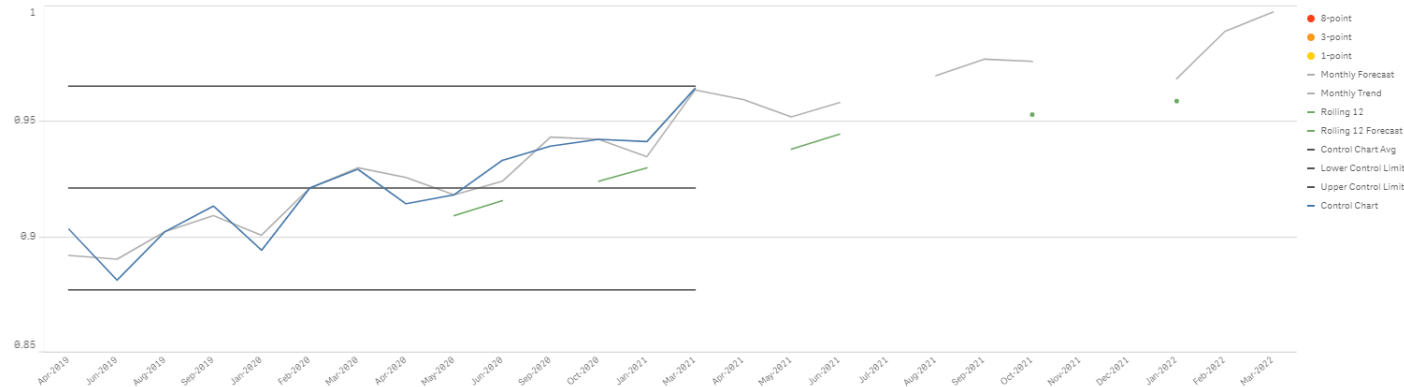
Executive Summary (reporting period 12m to Mar-21)

- Volume of Crime for Wiltshire is reporting the second lowest nationally and the same within our most similar group (MSG)
- 50.8 crimes are reported for every 1000 residents in the county of Wiltshire, significantly below the MSG average of 63.9
- Average reported national decrease is 12.7%; South West Region average reduction of 12.7%; MSG average reduction of 9.1%. Just one force nationally reported an increase within the same time period
- Wiltshire Police reported a 15.9% reduction in the volume of crime for the 12 months to March-21 compared to the previous 12 months, 3.2% above the average national increase
- Wiltshire's crime volume is demonstrating a long term decreasing trend with significant reductions in the following crime groups; Shoplifting and community based offences such as theft offences, residential burglary, burglary business and community, criminal damage, vehicle offences, bicycle theft and theft from a person. In terms of increase Wiltshire have experienced recent increases in public order offences and stalking and harassment albeit the volume of the increases remains low
- As the nation works its way through the governments roadmap for covid-19, Wiltshire do forecast increases in crime volume due to the restrictions the pandemic has placed on the possibility of certain criminality such as shoplifting and public order offences happening and being reported into police
- All crime groups are being observed through a weekly covid-19 monitoring board to ensure any appropriate actions regarding the changes in our crime volumes. With monthly exceptions being raised through our Vulnerability and Force Operations Board and Performance board as part of our performance governance structure
- Positive Outcome rate for the rolling 12 months to Apr-20 is 15.8% and demonstrating an overall increasing trend

Crime Recording Compliance



Mar-2021 - Crime Recording Compliance (PCP Measure)
Warning: Trend Lines are calculated using incomplete data!



Executive Summary

- For the end of Quarter 4 2020-21 our Crime recording compliance has reached 96.4% and has seen a significant increasing trend over the last 12 months
- The improvement of our crime recording compliance has been a 2-3 year journey and the hard work and dedication to this area is showing within the monthly figures
- Our validation team review crimes and incidents with additional focus on areas of the business we consider to be higher risk. The team undertake audit work and provide a feedback process to the teams within the organisation around their recording to increase data quality
- In 2020 there were additional 5 temporary validators with our call centre auditing high risk incidents types and anti-social behaviour incidents. For 2021 those temporary validators have been reduced to 2 validators
- ACC Cooper continues to chair a gold structure regarding the improvement of our Crime Data Integrity

Special Constable Hours Deployed

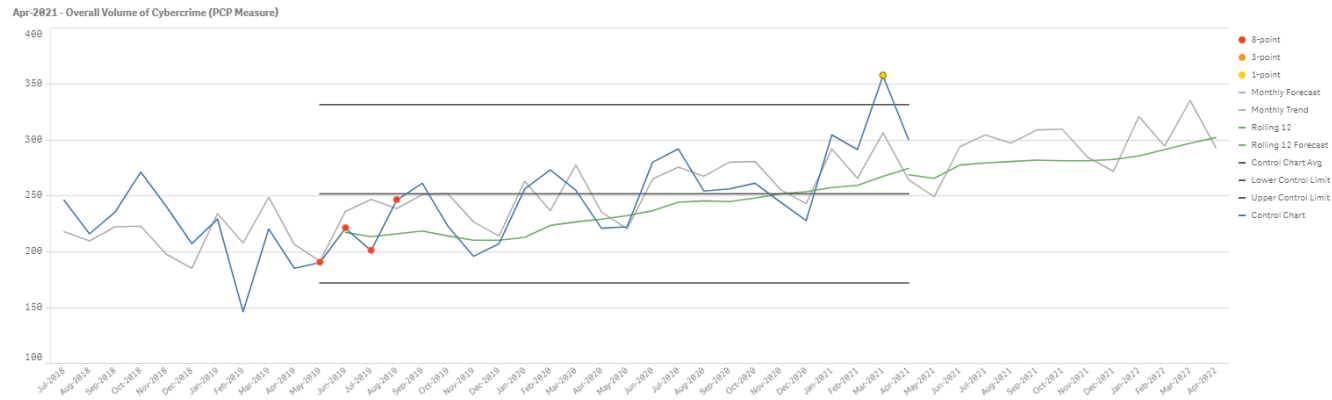


Executive Summary

- Hours Delivered by Specials showed a nine month statistically below average volume from August 2020 to April 2020. Also reflected in the Local Policing hours delivered by specials.
- Wiltshire remains one of the highest performing forces nationally in terms of proportion of special constable numbers compared to regular officers, with a current headcount of 152
- Although we are seeing these reductions 53,370 hours were committed by the Special Constabulary last year, equating to 27.8 FTE officers and 20 more hours per officer compared to 2019
- Due to the increased risk of covid-19 our special constables welfare has been key over the pandemic period. A welfare event has been delivered, which included inputs from our own mental health nurse and a nutritionist to ensure that officers can keep themselves fit and well. Each special constable has also received on average six calls regarding their welfare since March 2020
- 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
- Since June-2020 we have recruited special constables in the below specialisms: 6 special constable section leaders, 2 rural crime officers, 3 roads policing, 1 SWIFT trusted adult, 1 project officer and 1 event planner. Recruitment is due to take place in the coming months for firearms, SWIFT trusted adults, Cyber and project officers.
- Two successful recruitment campaigns have taken place with 81 candidates passing their assessment and are currently going through fitness/ medical/ vetting checks before being allocated a course. Of our applicants 47% identified as female and 53% as male. Intakes of these candidates will be taking place on the 12th April, 28th June, 16th August and the 18th October. Each course will contain 12 individuals and will be 20 weeks long
- Wiltshire will be the first force in the south west region to launch the new special constable Police Education Qualification Framework training course
- Wiltshire are also in the process of rolling out additional ICT infrastructure which will see out special constables equipped with personal issues laptops, mobile phones and body worn video cameras



Volume of Online Crime (formerly Cyber)



Executive Summary

- At the end of Quarter 4 2020-21 March-2021 reported as an exceptional high at 357. Overall volumes are relatively stable but the most recent 4 months have consistently been above average with the month of March-21 being exceptional
- In the most recent months there has been a backlog in reports being disseminated from Action Fraud which may be attributing to the recent rise in overall volume of reported online crime
- Over the period of the pandemic and Lockdown there has been a national rise in reported crime whilst the public have been required to work from home where possible. This has impacted on the increase of both cyber enabled and cyber dependant including banking fraud, social media hacking and ransomware
- The cyber team have also focused on increasing the data quality of the flagging of online crime
- Across the organisation we now have 20 officers trained as digital media advisors that provide expert investigative guidance and support and aid in identifying those crimes that may not have been identified
- Crime standard auditors have focussed on domestic abuse crimes and incidents where disclosures may have identified online crime again increasing data quality across this crime type
- In the past 12 months there have been internal safety campaigns around the potential for online crime and how to keep yourself safe, which supports the National Enabling Programme supporting all of the changes within our IT systems and new laptop rollout

Call Answers Rates



EXECUTIVE SUMMARY

- The average CRIB abandonment for Quarter 4 was 7.2% a further reduction of 1.5% from the previous quarter. The CRIB average wait to answer was 1m24secs a further reduction of 12 seconds
- Staff returned to a single site in April 2021. In order to create a safe working environment the Crime and Communications Centre saw extensive measures being put in place including three sided screens for operators, lateral flow testing and additional cleaning. Sickness across contact management remains low
- 999 average wait to answer for Quarter 4 is 8.3 secs, and although considered statistically an exception it is inside our service level agreement of 10 seconds
- 999 call taking continues to be effected by staffing issues due to police officer recruitment and at present is being backfilled with the use of overtime. Newly recruited operators will be joining the team this year, June (6 candidates) and August (6 candidates). These recruitment plans are designed coincide with operators becoming independent call-takers as the summer demand is expected. The turnover of staff is acknowledged and as we approach the summer demand, for some this will be their first taste of policing outside of COVID restrictions
- IST upgrade work will commence in the coming weeks which may disrupt service periodically; however fallback systems are in place to minimise these disruptions. As part of this work one senior operator and one supervisor are required for abstraction to deliver the core upgrade work. Once completed, this work will create a more stable and functional platform better able to support digital contact streams and the proposed new CCC target operating model. It is projected to run to December 2021
- A Programme Manager will oversee the delivery of the Target Operating Model (ToM) programme. The senior officer overseeing this programme is Supt. Duncan who has transitioned across to this area of the business. The Crime and Communication Centre is also under the leadership of the newly appointed Chief Inspector Downing, it is anticipated that the newly appointed leadership team will remain in post beyond the delivery of the ToM
- In April-21 a leadership review was completed and identified opportunities to return some functions to more appropriate departments including, programme management, training and recruitment. These changes led to the departure of the Service Delivery Manager, Front counter supervisor and Support Team Manager. We are currently in the process of recruiting an Operations Manager. The Operations Manager primary activity will focus on the ongoing delivery of Contact Management
- A new Contact Management strategy is being developed. The three year strategy which will complement the national direction will set out opportunities to embed a dedicated crime desk, provide new digital opportunities for members of the public and introduce a stronger link between HMICFRS recommendations identified through quality assurance/performance outcomes and the training that staff are provided
- We are actively planning the re-commence a Crime Desk pilot, which aims to improve the accuracy of crime recording. This may require some minor adjustments to bring the original business plan into in line with changes brought on by the ongoing pandemic
- Single Online Home is currently active and in place providing the public opportunities to report crime online



Priority Two: Protect the most vulnerable in society

No exceptions to be raised

Priority Three:

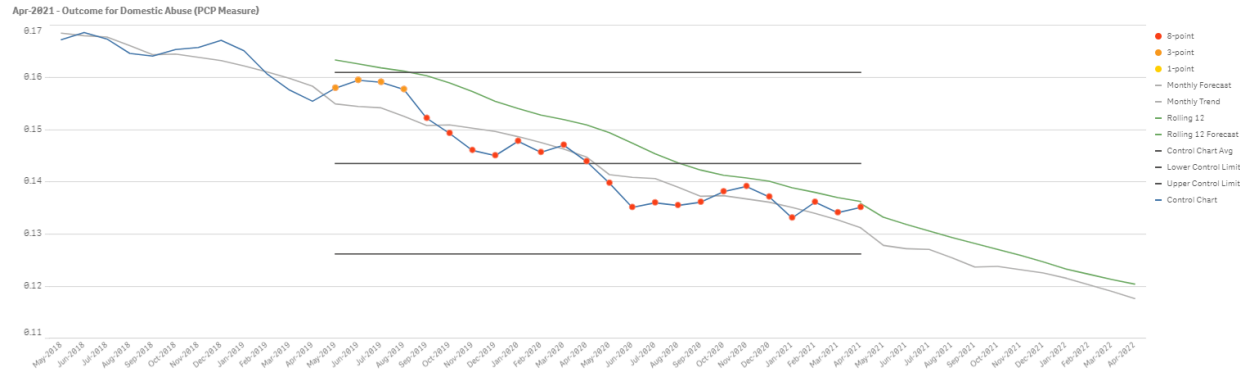
Put victims, witnesses and communities at the heart of everything we do

Outcome for Domestic Abuse



Wiltshire and Swindon

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EXECUTIVE SUMMARY

- This is a new measure added to the Police and Crime Plan Scorecard during the 2020 refresh
- The outcome rate for Domestic Abuse for the 12 months to Apr-20 is 13.6%. The long term trend is one of reduction, however when looking at the most recent 12 months the outcome rate has been stable. The last 12 months outcome rate has been between 13.5% and 14.3% and is just -0.8% points down year on year.
- Through the Vulnerability and Force Operations Board outcome rates for crime groups and Community Policing Teams is monitored on a monthly basis with the aim to improve our overall investigation standard and outcomes for victims of crime
- The overall volume of reports of domestic abuse remain within the bounds of what is considered statistically normal volumes
- 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
- The forces business intelligence team have conducted analysis of our DA arrest rates to understand areas for improvement and in parallel the correlation between repeat offenders and the outcome rate which will be presented to the Vulnerability Action Meeting chaired by ACC Cooper in May-21
- The analysis highlighted the following: In terms of overall performance Amesbury has seen the greatest reduction in terms of percentage points, 32.3% to 25%. However, the CPT that is impacting the overall reduction of -2.6% in DA arrest rate is Swindon which has contributed -1.3% of the overall -2.6% reduction. This is due to the largest volume of DA Crime residing in Swindon. Next steps will be considered at the following Vulnerability Action Meeting in June-21

WILTSHIRE POLICE

Proud to serve and protect our communities



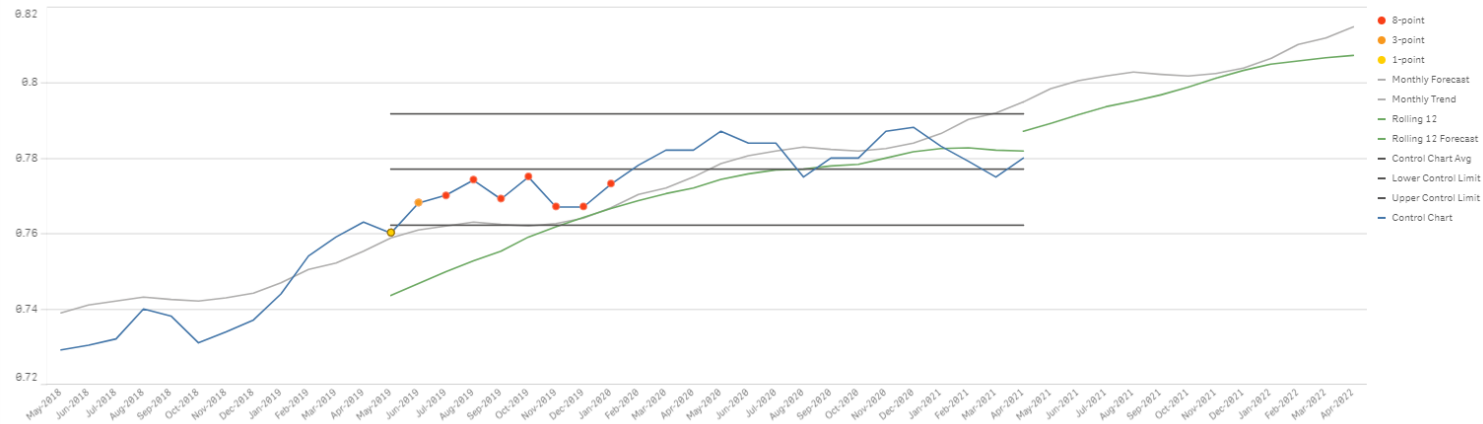
@wiltshirepolice

Victim Satisfaction



Wiltshire and Swindon
pcc

Apr-2021 - Satisfaction of victims with the whole experience (PCP Measure)



EXECUTIVE SUMMARY

- For the rolling 12 months to April-21 victim satisfaction with the whole experience is 78.1% and showing a stable trend
- Satisfaction with being kept informed for the rolling 12 months to April-21 is 67.2% and over the last year we have remained above average.
- Satisfaction with ease of contact for the rolling 12 months to April-21 is 94.8% and the most recent 3 months have reported as exceptionally high. This is comforting to see considering the challenges that have been presented due to the coronavirus and the call centre staff having to undertake new ways of working. Historically analysis has shown correlation between this satisfaction and the reduced performance in our call centre
- Satisfaction with treatment is experiencing a 4 month exceptional low, However the rolling 12 months remains high at 89.6%
- Our victims satisfaction survey has recently been out for procurement. Our new research partner agency is titled TONIC. An early benchmarking and research phase is currently being completed. A victim voice project has begun to improve focused feedback from victims of all crime. The current phase is co-design of the question set with stakeholders with the intention of distributing over the summers months and report on in late autumn



Priority Four:

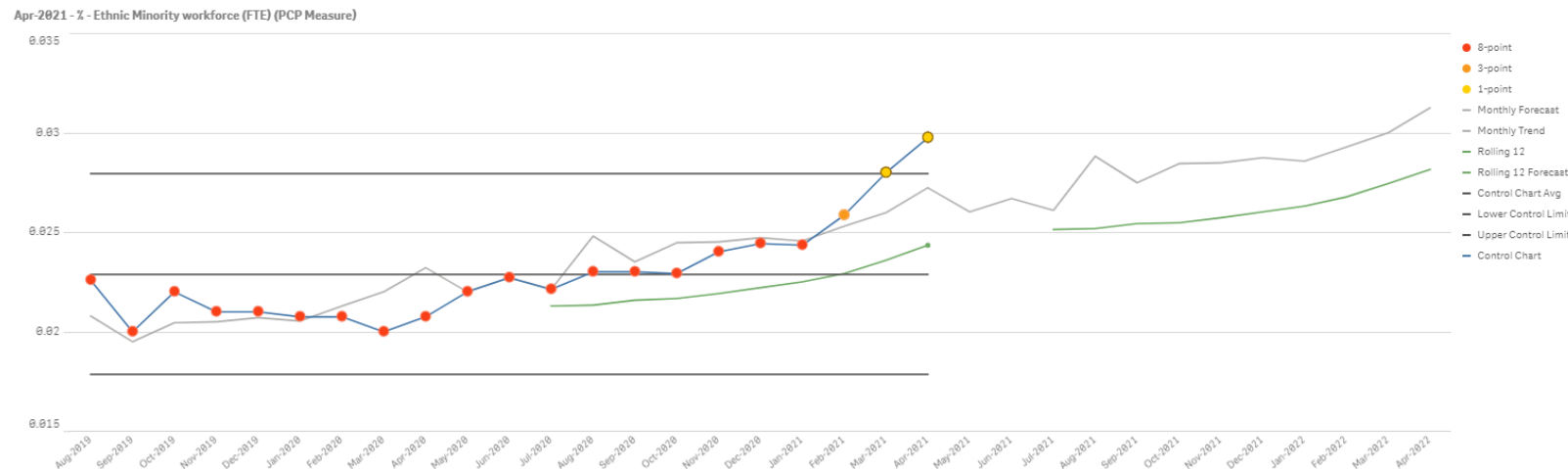
Secure a quality police service that is trusted and efficient

Percentage of Ethnic Minority Workforce (FTE)



Wiltshire and Swindon
pcc

APR-21
3.0%



EXECUTIVE SUMMARY

- At the end of Quarter 4 the percentage of ethnic minority workforce (FTE) was reported at 2.8% and since has been reported at 3.0% in April-2021
- Increases in the percentage of ethnic minorities within the workforce is due to both new staff into the organisation and the recent updates gained through our organisational census
- This work involved a survey being cascaded to the organisation for personal information to be completed. Recorded have been updated to reflect individuals characteristics which include diversity



Upon the election of a new PCC in the coming months the office of the Police and Crime Commissioner will look to review the current Police and Crime Plan inline with new terms outlined by the Home Office and the Ministry of Justice Framework



Community Policing Model Resource Measures

Resource Measures



These slides provide a summary of the performance measures for the PCC and Police and Crime Panel related to areas of Community Policing Teams (CPT)

The OPCC has provided consistent reports on the assessment of resources within CPTs, and more information on the methodology is available in previous reports to the Panel

In summary, these slides will outline for the last three months, those resources which are 'At work' and those which are abstracted for a variety of different reasons, such as:

- Vacancies which are being recruited into
- Sickness
- Annual Leave
- Maternity Leave
- Suspensions or postings outside of CPT

Resource Measures



Measure	Quarter three
CPT Establishment	468 police constables 131 police community support officers
Percentage of CPT 'at work'	70.3%
Percentage of police constables in CPT 'available to respond'	67.2%

Quarter three has seen a reduction in both the proportion of CPT at work, and PCs available to respond. Within the previous report, these figures were 75.5%, 72.8% and 70.8% respectively.

It has been a difficult quarter for resources within CPT, as the increasing COVID rates hit within January and February. However this has remained just over 70%.

CPT have lost the capacity of 97 posts across CPT over quarter three to short and medium-term sickness and annual leave.

CPT Response and Neighbourhood Measure Breakdown by Location



	CPT RESPONSE AND NEIGHBOURHOOD MEASURE										DEMAND REDUCATION AND DEPLOYABILITY	
	FTE Budget	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level Includes CPT Response and Neighbourhoods	Number of PC allocated to Community Investigation Team	PC's allocated to respond to 999
Swindon CPT	281.5	62	24	5	6	1	12	29.2	77	72.6%	4	71.8%
RWB CPT	41	21	1	1	0	0	3	10.6	16	62.0%	0	79.0%
Chippenham CPT	67		2	3	1	0	4	8.2	18	72.8%	0	70.3%
Trowbridge CPT	89	25	6	3	1	2	3	12.0	27	69.7%	2	64.2%
Warminster CPT	46		1	0	0	0	6	7.1	14	69.3%	2	58.8%
Devizes CPT	57	8	3	0	2	0	3	7.8	16	72.3%	1	59.0%
Amesbury CPT	46.5	35	4	2	2	0	7	6.2	21	54.4%	0	55.2%
Salisbury CPT	75		6	1	1	1	3	9.2	21	71.7%	0	69.5%
PCs - Proactive Unit	45	0	9	1	0	0	0	6.8	16.8	62.7%	0	0.0%
CIT	16											
TOTAL	764	151	56	16	13	4	41	97.1	227	70.3%	9	67.2%

CPT Response and Neighbourhood Measure Breakdown by Role



FORCE	FTE Budget	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	51	5	0	2	0	4	7.5	19	63.7%		
PC (Response)	372	25	10	4	2	25	47.0	113	69.6%	9	67.2%
SGT (CPTN & R)	68	0	0	0	2	3	9.4	14	78.8%		
LCI	80.5	6	2	4	0	8	9.2	29	63.7%		
PCSO	131.5	11	3	3	0	1	17.2	35	73.2%		
PC (Proactive)	45	9	1	0	0	0	6.8	16.8	62.7%		
CIT	16										
TOTAL	764	56	16	13	4	41	97	227	70.3%		
	Number	Hours (Sep-Dec)		Hours per person per							
Specials	151	6079		13.42							

Resource Measures



The number of Specials now stands at 151 compared to 159 last quarter. An intake of 10 Special Constables took place in April 2021 and the future intakes of 10 are scheduled in for June, August and October.

The number of hours contributed for the fourth quarter stands at 13.4 hours per person which continues to be a downward trend. This is anticipated to be linked to the increasing COVID trends, the returning of society norms and the reducing number of Specials.

Amesbury is the concerning area for the last quarter, with an 'at work' percentage of under 55%. This is mainly due to the number of officers abstracted or acting up to cover Sergeant vacancies. A number of officers will be landing in teams in July 2021, and an internal promotion process is due to take place for aspiring Sergeants within June/July which will address the shortfall.

To the right shows resourcing for some areas outside CPT, which again shows a reduction due to the increased sickness during Q4.

	Budget FTE	% at work
Contact Management	207	57.9%
Crime Standards and Justice	168	70.1%
Specialist Operations *just includes officers (PCs/Sgt)	93	88.2%
Dogs	13	74.8%
Firearms	60	80.0%
Roads	25	67.3%
PPD and Safeguarding	154	70.3%
Geographical Crime (CID/CIT)	105	67.7%
Intelligence	106	80.8%

Operation Uplift

Operation Uplift Update



The Force remains on track to deliver the requirements of Uplift and increase the number of officers in Wiltshire Police. The year to 31 March 2022 will be the second year of the Uplift Programme.

Plans are in place to achieve the second phase of the requirement and assessments by the national programme team place Wiltshire in a good position.

Wiltshire has been allocated 46 extra officers by March 2022. Allocation of additional officers in year two also includes allocations specifically to tackle Serious and Organised Crime (SOC), and an allocation to Counter-Terrorism Police (CTP). Funding for tackling SOC will be shared across the network of Regional Organised Crime Units (ROCU).

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

Uplift Recruitment Plan



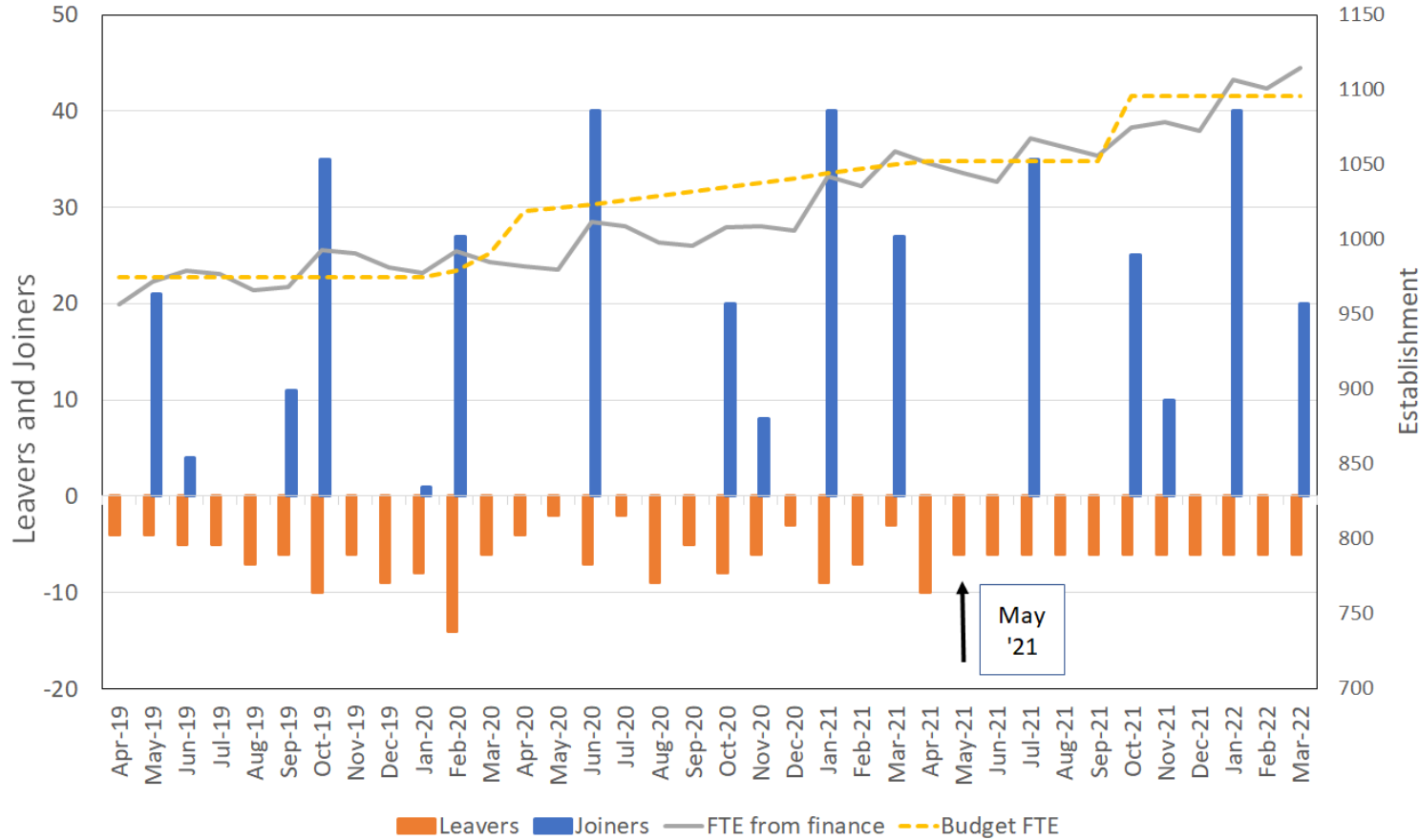
Start Training	Officers	Landing in teams	Finish Tutorship
Jun-20 (first PEQF)	40	Dec-20	Mar-21
Oct-20	20	Apr-21	Jul-21
Jan-21	40	Jul-21	Oct-21
Mar-21	20	Sep-21	Dec-21
Jun-21	40	Dec-21	Mar-22
Oct-21	20	Apr-22	Jul-22
Jan-22	40	Jul-22	Oct-22
Mar-22	20	Sep-22	Dec-22



Uplift Recruitment Plan



Uplift Recruitment Plan



The graph on this slide shows what the Force uses to plan and project recruitment for police officers against budget.

The graph shows officers leaving or projected to leave the organisation (red bar facing down), and the volume and frequency of new officers coming into the organisation (blue bar facing upwards).

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.

This brings in the projected number of officers in at 1115 against the budget of 1098 in March 2022.

This gap provides some flexibility for assumptions which are made for leavers and transfers in throughout the financial year. Adjustments will be made throughout the year to accommodate the budget.

Uplift Recruitment Campaign

'BE THE CHANGE' campaign went live 9am Friday 7 May

Promoted via:

- Facebook (corporate and Positive Action pages)
- Twitter (Force and University of South Wales)
- LinkedIn (corporate and jobs pages)
- Local radio
- Website
- News release including latest Uplift stats
- Internal channels
- Diverse Communities IAG

400 target applications reached in 36 hours.

Recruitment team now assessing the applications for eligibility to progress to the next stage.

Representation statistics will continue to be analysed through the stages of recruitment. They initially look positive, showing some success of the campaign. Full review will take place in coming months.

This group of applications are projected to be brought in from **January 2022**



Uplift Recruitment – Equality, Diversity and Inclusion



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

Wiltshire Police's Equality, Diversity and Inclusion Team have been extensively supporting protected characteristics which are under-represented within the organisation (Ethnic Minorities 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

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

Wiltshire aims to recruit in line with the demographic breakdown of our communities which is 5.5%

Uplift Recruitment – Training and Assessment



Training is currently limited to mandatory refresher courses and key operational training requirements. All face-to-face training is conducted in a COVID secure environment, with adapted virtual course content to ensure COVID secure practice.

Online training continues for Student Officers, with planned role-play exercises and essential in-person training taking place towards the latter part of the training programme

Currently there are 60 officers in training, which includes 40 from the intake in January 2021, and 20 from the March 2021 intake

As outlined, the recent campaign this year will provide enough students to take recruitment through to October 2022, therefore an additional campaign will be required to complete the Uplift Programme

The College of Policing brought in online SEARCH assessment due to COVID. This has been reported within previous reports. The College will soon be publishing reviews on this process, with the likelihood being that online assessments will continue. This will be positive news for Wiltshire due to the previous requirement to outsource this process.

Updating



Please note: This performance plan will be reviewed upon election of a new Police and crime commissioner. This will also be in line with the new Police and crime plan and in review with future performance frameworks:

- Home office and outcomes Frameworks
- MOJ Justice framework
- Local partnerships

