

# AGENDA

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<b>Meeting:</b>	<b>Wiltshire Police and Crime Panel</b>
<b>Place:</b>	<b>Kennet Room - County Hall, Bythesea Road, Trowbridge, BA14 8JN</b>
<b>Date:</b>	<b>Thursday 12 January 2023</b>
<b>Time:</b>	<b><u>10.00 am</u></b>

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Please direct any enquiries on this Agenda to Stuart Figini [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk) of Democratic Services, County Hall, Bythesea Road, Trowbridge, email [stuart.figini@wiltshire.gov.uk](mailto:stuart.figini@wiltshire.gov.uk)

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## **Membership:**

Cllr Steve Bucknell - Wiltshire Council (Chairman)  
Cllr Jenny Jeffries - Swindon Borough Council  
Cllr Kevin Parry - Swindon Borough Council  
Cllr James Sheppard - Wiltshire Council  
Cllr Elizabeth Threlfall - Wiltshire Council  
Cllr Carol Shelley - Swindon Borough Council  
Cllr Ross Henning - Wiltshire Council  
Cllr Abdul Amin - Swindon Borough Council  
Cllr Daniel Cave - Wiltshire Council  
Cllr Dr Brian Mathew - Wiltshire Council  
Cllr Tony Pickernell - Wiltshire Council  
Denisa Ahmeti - Co-Opted Independent Member  
Louise Williams = Co-Opted Independent Member

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## **Substitutes:**

Cllr Adrian Foster - Wiltshire Council  
Cllr Sarah Gibson - Wiltshire Council  
Cllr Gordon King - Wiltshire Council  
Cllr Vinay Manro - Swindon Borough Council  
Cllr Dominic Muns - Wiltshire Council  
Cllr Sam Pearce-Kearney - Wiltshire Council  
Cllr Caroline Thomas - Wiltshire Council

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## Public Participation

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Part 4 of the council's constitution](#).

The full constitution can be found at [this link](#).

For assistance on these and other matters please contact the officer named above for details

# 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 - 12*)

To confirm the minutes of the meeting held on Thursday 15 December 2022.

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

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on 5 January 2023. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **PCC Budget 2023/24 and MTFS** (*Pages 13 - 64*)

Clive Barker to present the PCC's Draft Budget Settlement for 2023/24, including the Medium term Financial Strategy and Capital Strategy.

7 **Confirmation of Chief Constable** (*Pages 65 - 118*)

Philip Wilkinson – Wiltshire Police and Crime Commissioner.

8 **Future meeting dates**

To note the future meeting dates below:

- Thursday 2 February 2023 – Monkton Park Offices, Chippenham
- Thursday 9 March 2023 - Salisbury Guildhall, Guildhall Square, Salisbury
- Thursday June 2023 – Date and venue to be confirmed
- Thursday 14 September 2023 - Venue to be confirmed
- Thursday 14 December 2023 - Venue to be confirmed

9 **Close**

**Part II**

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

**None**

## Wiltshire Police and Crime Panel

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**MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 15 DECEMBER 2022 AT SWINDON BOROUGH COUNCIL OFFICES, EUCLID ST, SWINDON SN1 2JH.**

**Present:**

Cllr Steve Bucknell (Chairman), Cllr Abdul Amin, Denisa Ahmeti - Co-Opted Independent Member, Cllr Ross Henning, Cllr Brian Mathew, Cllr Kevin Parry, Cllr Tony Pickernell, Cllr Carol Shelley, Cllr James Sheppard, Cllr Elizabeth Threlfall and Louise Williams - Co-Opted Independent Member

**Also Present:**

Philip Wilkinson – Police & Crime Commissioner  
Emma Morton - OPCC  
Kelly Cullen - OPCC  
John Derryman - OPCC

Kevin Fielding – Democratic Services Officer, Wiltshire Council

**Total in attendance: 19**

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93 **Apologies for Absence**

Apologies were received from Cllr Jenny Jeffries - Swindon Borough Council, Cllr Daniel Cave – Wiltshire Council, Naji Darwish – Chief Executive Officer, OPCC and Paul Sunners - Chair Wiltshire NHW Association.

94 **Minutes and matters arising**

**Decision:**

**The minutes of the meeting held on Thursday 29 September 2022 were agreed as a correct record and signed by the Chairman**

95 **Declarations of interest**

There were no declarations of interest.

96 **Chairman's Announcements**

That written questions had been received from Mr Chris Caswill to the Commissioner and Chairman of the PCP, Cllr Steve Bucknell.

Written answers had been sent to Mr Caswill from both the Commissioner and Cllr Bucknell.

The new Co-opted members Denisa Ahmeti and Louise Williams were welcomed to the panel.

97 **Public Participation**

There was no public participation.

98 **PCC Quarterly Update**

The Commissioner gave a brief update on his desire that Wiltshire Police should leave the outdated Police Air Service.

Points made included:

- That Wiltshire police had now purchased 30 drones and had trained personnel to operate them.
- The drones had day/night capabilities and were fitted with spotlights and megaphones.
- That it was his intention to set up a dedicated police drone fleet covering Wiltshire.
- That the Commissioner continued to look for ways to terminate the contract and was working with other police forces to get support to do this, he would also be meeting with the home secretary to discuss this matter.
- That the Commissioner continued to push Central Government for fairer funding settlement for Wiltshire police but was not hopeful in the present climate.

**Police and Crime Plan highlights and Performance report**

Points made included:

- That inspections of Wiltshire Police had been critical of the strategic management of the force.
- That the strategic planning and leadership was a critical area that required improvement.
- The Commissioner intended to announce a preferred new Chief Constable candidate before the Christmas break.
- That the Commissioner was focused on selected the best candidate that could lead Wiltshire police through its challenges and the scale of improvement highlighted in the HMICFRS inspection required That it was time for Wiltshire
- That Wiltshire Police had very many good officers and needed a clear and focus plan to reform and improve, to enable the frontline to deliver a better service to the public. It will be vitally important to engage and listen

to officers and staff, as well as the public to help deliver positive changes.

Points made by PCP members included:

- That the Commissioner's Police and Crime Plan was aimed at addressing the PEEL findings and that some progress was being made; however the Commissioner had identified that progress was not as fast as he would like and how he was determined to see faster improvement.
- The PCP members were heartened by the Commissioner's support for the frontline police officers and how he considered that there were a great number of them who were doing an excellent job under difficult circumstances.
- That the residents of Wiltshire needed to be informed how long it would take to get a Wiltshire Police force that we could all be proud of and the need for better comms – website, social media etc.
- The importance of the new Chief Constable setting the culture of Wiltshire Police.
- The need to work and motivate a young Wiltshire Police force with a positive tone.
- That the Police and Crime Panel appreciated and thanked the Commissioner's for setting out the areas for improvements required and current steps to resolve.

The Chairman thanked the Commissioner for his update and report.

## 99 **Precept Consultation and Engagement**

PCC & Emma Morton, Head of Communications and Engagement outlined the report contained in the agenda pack.

Points made included:

- That the paper provided the panel with a summary of the public consultation process and engagement about to be undertaken by the OPCC Communications and Engagement Team on behalf of the Police and Crime Commissioner (PCC) on a proposed policing precept increase for 2023/24.
- That consultation with the public on next year's (2023/24) policing precept started on 9 Dec 2022.
- That using a short, online, survey, residents were being asked to consider supporting an increase in policing precept of £15 per year, per Band D property, which equated to £1.25 a month.
- Initial indications were that a 1% increase in central funding from Government for 2023/24 would be received, although that had yet to be formally notified and was expected later this month. If that assumption was correct, Wiltshire Police faced making £5.5m savings if there was not an increase made to the police precept part of the council tax.

- The January and February PCP precept meetings will provide a summary of the consultation with the public.
- Points made by the PCP members included:
- The need for involvement from 25-40 age group.
- The need for more digital involvement.

**Resolved:**

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

The Chairman thanked Emma Morton for her report.

100 **Wider PCC responsibilities - Prevention and Youth**

Kelly Cullen – Wiltshire Police outlined the report contained in the agenda pack.

Points made included:

- That by working effectively with partners across the community safety partnership and voluntary sector, Wiltshire Police could support building community resilience, reduce vulnerability and exploitation and tackle crimes that matter most to our communities across Wiltshire and Swindon.
- That early intervention was key in preventing crime and keeping people safe. This included working with young people who may come to notice of policing or entering police custody. Interventions had been developed to positively engage with young people, to offer support, diversion and to safeguard young people at risk of exploitation or county lines.
- That youth communities were our future generation and therefore a commitment had been made to ensure that youth voice was captured in all that Wiltshire Police does.
- That listening to young people would allow the opportunity to address crime concerns of young people and assist in strengthening relationships and trust between youth communities and police.

**Prevention and Youth Delivery Plan - Objectives:**

- Objective 1: Safer Communities and Crime Prevention
- Objective 2: Early Intervention and Violence Reduction
- Objective 3 Exploitation and Grooming
- Objective 4: Youth Voice and Engagement

Points made by the PCP members included:

- That the report was very in depth.



- How we engage with young people and get their voices heard and getting to the hard to reach communities were big challenges.
- That investment in young people had got to be a good thing.
- The importance of being able to measure the impact of the funding and services and initiatives offered.
- That good links were being made across Wiltshire with the local traveller communities.
- Why not use ex-police officers to work with schools as an early intervention project.
- That good work was being carried out by PCSO's in local communities as a bridge between the young people and the police, sadly there doesn't seem to be enough PCSOs at the present time.
- Would like to see more joint working with Wiltshire Council safeguarding teams and other interested parties and agencies.
- The importance of being able speak to young people that aren't on the radar of local Authorities and other agencies.

The Chairman thanked Kelly Cullen for her presentation on behalf of the PCP members who were very impressed by the positive messaging and looked forward to future updates.

101 **Panel member local feedback - All**

Questions raised and answers provided are summarised below.

Cllr Steve Bucknell – Was there any data on how successful Community Speedwatch had been?

John Derryman – OPPC. Yes, data was now available to show speeding hotspots etc. This data would become available to the public.

It was agreed that John Derryman would Send Cllr Bucknell the data to circulate to the PCP members.

It was also noted that three Road Safety officers had been appointed by Wiltshire Police, with two currently in post

Cllr Dr Brian Mathew – Any news on Wiltshire Police using Auto Speedwatch data?

John Derryman – OPCC. Yes, Auto Speedwatch data formed part of a pilot scheme that was currently being run.

Metro count data – do you look at that?

John Derryman – OPCC. Yes, Wiltshire Police had access to this data.

Have many villages requested speed enforcement measures?

John Derryman – OPCC. Numerous villages had requested this, officers were deployed when available.

Were Wiltshire Police using Car Sound Cameras?

John Derryman – OPCC. Wiltshire Police were looking into this and would be holding discussions with a company in the new Year re this.

Cllr Carol Shelley – Knife crime, could the Gorse Hill and Pine Hurst areas of Swindon have more police presence in these areas over the Christmas/New Year period as people were still very nervous about things.

Philip Wilkinson, Police and Crime Commissioner – Local Teams would be made aware of these concerns.

Cllr Abdul Amin – That communities were still reluctant to engage with the police as they felt that nothing gets resolved re their concerns.

The Commissioner agreed that Wiltshire Police still needed to do more for these communities.

Cllr Ross Henning – When would a PCP member be able to sit on the Wiltshire Police and Criminal Justice Board?

It was agreed that an agenda item would be added to the 12 January 2023 agenda to agree a suitable PCP member to sit on the Board.

#### 102 **Forward Work Plan**

The Forward Work Plan was noted.

It was agreed to add Selection of PCP member to sit on the Wiltshire Criminal Justice Board to the January 2023 meeting agenda.

#### 103 **Future meeting dates**

Future meeting dates were:

- Thursday 12 January 2023 – Kennet Room, County Hall, Trowbridge
- Thursday 2 February 2023 – Monkton Park Offices, Chippenham
- Thursday 9 March 2023 - Salisbury Guildhall, Guildhall Square, Salisbury
- Thursday June 2023 – Date and venue to be confirmed
- Thursday 14 September 2023 - Venue to be confirmed
- Thursday 14 December 2023 - Venue to be confirmed

#### 104 **Exclusion of the Press and Public**

It was,

**Resolved:**

**That the Police and Crime Panel agreed that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Agenda Items Number 12 and 13 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.**

105 **HMICFRS PEEL PCC Update**

The Commissioner outlined the report contained in the agenda pack which provided an update to Panel of the PCC's and OPCC's scrutiny, challenge, and support of Wiltshire Police's HMICFRS PEEL inspection action plan, alongside the OPCC assessment of the progress Wiltshire Police was making against the PEEL findings.

Points made included:

- That as Wiltshire Police were in "ENGAGE" there was external monitoring and support to Forces and PCCs through the Police Performance and Oversight Group PPOG (Home Office, HMICFRS, College of Policing). The Force had produced a service improvement road map / plan in response to areas of improvement identified. The activities and timescales had been developed by the Force with feedback from the OPCC.
- That the OPCC in its statutory role was monitoring progress and working alongside these arrangements to scrutinise, challenge and support improvements. As such tracking of PEEL progress had been incorporated the testing process at Executive Leadership Group (ELG) meetings. This included existing mechanisms such as the key lines of enquiry (KLOE) scrutiny approach and key performance indicator dashboard to measure Force performance against PEEL.
- That remedial measures had now been put into place, that the force was now awaiting the new Chief Constable to move things on in a positive manner.
- That processes were now in place to monitor the failings, many of the issues were identified when the current Commissioner came into post. Wiltshire Police now had in place a data driven dashboard to highlight issues.
- That an increasing number of police forces were in special measures – policing needed to have better operational training across the board if forces were to improve.
- That the new Chief Constable would continue to be challenged by the Commissioner.

Points made by the PCP members included:

- That the public needed to know that the Police and Crime Panel took the outcomes of the PEEL findings very seriously.
- That Wiltshire residents needed to be reassured that a proper plan was being put into place and that public money was not being wasted.
- That the PCP members were unsure re the target dates in the report set by the current Chief Constable were achievable and noted the Commissioner's disappointment with the progress being made on the roadmap.
- A discussion ensued whether the poor performance against the road map was down to unrealistic target setting; poor performance or a mixture of the two.
- That a more realistic roadmap/plan would be better for the PCP to view, that meaningful work needed to be carried out in order to move forward.
- The importance of evidence and data base driven information.
- The Chairman thanked the Commissioner for the report and hoped that he would continue to be honest with the public with the message that Wiltshire Police was striving to back changes and move forward with a new Chief Constable.

The Chairman thanked the Commissioner for the report.

(Duration of meeting: 10.00 am - 12.50 pm)

The Officer who has produced these minutes is Kevin Fielding of Democratic Services, direct line 01249 706612 EXT 21612, e-mail [kevin.fielding@wiltshire.gov.uk](mailto:kevin.fielding@wiltshire.gov.uk)

Press enquiries to Communications, direct line (01225) 713114 or email [communications@wiltshire.gov.uk](mailto:communications@wiltshire.gov.uk)



Meeting	Police and Crime Panel
Date	12 January 2023
Report Title	Draft Budget Settlement
Report presented by	Philip Wilkinson, Police and Crime Commissioner
Author	Clive Barker, Chief Finance Officer

## **PURPOSE OF REPORT**

- 1 This paper provides the panel with information on the draft budget and precept being considered. It also shows the draft Medium Term Financial Strategy (MTFS) which estimates the financial position over the next 4 financial years.

## **BACKGROUND**

- 2 On the 14 December the provisional settlement was announced by the government. Whilst this reported a 4.3% increase in Wiltshire funding this assumed that the PCC would take up the full £15 increase in precept.

## **CENTRAL GRANT**

- 3 The total grant announced is £1.4m (1.8%) more than last year, however £2.3m is ringfenced and will only be received if Uplift numbers are maintained. The core funding excluding ringfenced grant has only increased by £0.229m.
- 4 Assuming the Uplift numbers are maintained the 1.8% increase will have to go towards funding inflationary pressures (Pay, Energy, etc.). This will not fund all these pressures, hence increases in council tax and a need to identify savings will be required.

## **COUNCIL TAX**

- 5 The government has set a capping level of a £15 increase on Band D council tax levels for all PCC's. In Wiltshire this would equate to an increase of 6.2% on the 2022-23 Band D level of £241.27.
- 6 The MTFS is based on the £15 increase. The MTFS considers the impact of funding if the Council Tax increase is varied, this is shown below;
  - Council Tax Increase is 1% more or less - £0.707m impact
  - Council Tax Increase is £1 more or less - £0.276m impact
- 7 Information has been provided by Swindon Borough Council and Wiltshire Council, provisionally the tax base has increased by 1.56%. Provisional information on the

collection fund has also been received for both councils suggesting a total net surplus of £0.543m, this is expected to change when final figures are received.

## **TOTAL FUNDING**

8 The table below shows the estimated funds with a £15 increase

	2022-23 Budget	2023-24 £15 CT incr.	Variance
Central Grant	£70.428m	£70.657m	£0.229m
Local Precept (CTax)	£64.359m	£69.428m	£5.069m
Legacy Council Tax Grant	£5.235m	£5.235m	-
Collection Fund	£0.295m	£0.543m	£0.248m
Investment Income	£0.079m	£0.500m	£0.421m
Standard Funding available to commission services	£140.395m	£146.363m	£5.967m
Ringfenced Uplift Grant	£1.112m	£2.265m	£1.153m
Standard Funding + Uplift	£141.508m	£148.628m	£7.120m
Swindon PFI Specific Grant	£2.068m	£2.068m	-
Police Officer Pensions Grant	£1.000m	£1.000m	-
Special Policing Spec Grant	£1.986m	£1.986m	-
Total Funding	£146.562m	£153.682m	£7.120m

- 9 In addition to this central funding is allocated to commission victims services and to support restorative justice. No information has been provided on this figure, currently we are working on this remaining stable at £0.843m.
- 10 With Interest Rates rising to 3.5% from a low of 0.25% it is expected that Investment returns will significantly rise hence the increased budget of £0.500m
- 11 When proposing council tax increases, the protecting of local policing and the long-term funding position has to be considered. To not increase council tax at this time will impact on the future ability to commission policing and crime services.
- 12 In 2022-23 Wiltshire received central funding of £104.08 per head of population under the current formula. This compares to a national average of £132.79 per head (excludes MOPAC and City of London). Being the 4th lowest centrally funded PCC per head of population increases the reliance on council tax.
- 13 The impact of low funding becomes clear when the HMICFRS Value for Money Profiles are reviewed. This shows that in relation to forces in Wiltshire's most similar group (MSG) there is £12.390m less to spend on policing which results in a workforce with 132 FTE less than would be expected.
- 14 A £15 per annum increase in Council Tax will result in Wiltshire's Band D council tax increasing from £241.27 to £256.27 (6.2% increase). The table below shows that even with no increases in the rest of the South West, Wiltshire's policing precept will still be

lower than Gloucestershire and Dorset. It is, however, likely that even with a £15 increase Wiltshire will remain the lowest in the region.

	2022-23 Act Band D CTax	Wiltshire £15 inc
Gloucestershire	£280.08	
Dorset	£265.58	
Avon & Somerset	£251.20	
Devon & Cornwall	£246.56	
<b>Wiltshire</b>	<b>£241.27</b>	<b>£256.27</b>

## **FUTURE FUNDING**

- 15 In recent years there has been a debate surrounding the policing funding formula. Due to our low funding per head of population, it is reasonable to expect that a change will benefit Wiltshire. It was anticipated that the change would be implemented in 2017-18, however, it was delayed. It was then announced that this would occur in 2018-19 but no progress has been made. The Policing Minister has stated that the formula will be reviewed during this parliament, this had led to the Police Funding Formula Review Senior Sector Group being set up. As progress is slow there is not enough certainty to suggest that additional funding will be forthcoming in the MTFS period.
- 16 Considering the delays in a fair funding settlement and the impact council tax income will have on policing in Wiltshire now and in the future, the proposal is to consult the public surrounding an increase to the Band D Council Tax of £15 this year. With the tax base increase this will provide additional funds of £5.069m to keep the people of Wiltshire safe, year on year, for an additional £1.25 per month per Band D property.
- 17 The use of reserves is a high-profile issue within the police service. Within the MTFS I have revised my policy and set out clearly how I intend using them in the short to medium term.
- 18 There remains an expectation that the police improve efficiency, productivity and effectiveness. Whilst I intend that Wiltshire will continue to improve its efficiency and effectiveness the ring fencing of police officer numbers with the Uplift Grant will make this more difficult.

## **UNAVOIDABLE COSTS**

- 19 The most significant unavoidable cost is Inflation. The MTFS includes increases of £6.998m attributable to inflation in 2023-24. These are the best estimates available and may be too low, based on this an Inflation Risk reserve has been introduced of £0.500m to cover further unavoidable costs.
- 20 The question of pay rises has also been considered. For budgeting purposes 3% has been allowed for 2022-23 this is in line with national guidance noting the governments ambition to reduce inflation to 2% in future years.
- 21 The MTFS includes detail on other cost increases. The most significant item surrounds Regional Collaborations. Demand and ISO compliance surrounding Forensics and the Regional Organised Crime Unit are leading to additional costs.

## **POLICE OFFICER NUMBERS**

22 By the end of 2023-24 Wiltshire Police will have increased police officer numbers to 1,197 (excluding regionally allocated officers), from a low position of 934.

23 The increase this year is summarised below;

	<b>Officers</b>
Starting Position (Budget BFWD)	1,165
Special Branch Officers now via National Collaboration	-4
Funding of Chief Inspector Posts	-2
Learning and Development Review	+1
MASH Decision Makers	+2
Conversion of Local Crime Investigators to Officers	+20
Conversion of Community Support Officers to Officers	+20
Strategic Support Officers Reduction	-5
Total Officers Budgeted	1,197

24 The extra 32 officers in addition to leavers will again place pressure on Support Services Infrastructure. With on average 9 Officers leaving per month the new officers required will be circa 150-160. Planning is currently on going with 6 intakes likely, these will be spread throughout the full financial year.

25 It should be noted that from intake date it takes 9 months of training before an officer is signed off for independent deployment, therefore some of the new officers will not be available for independent deployment until late 2024.

26 Work has been undertaken this year to consider the workforce profile. The new Workforce Assessment alongside the HMICFRS Value for Money profiles shows Wiltshire Police as an outlier. Whilst civilianisation and modernisation have previously been used to create expert roles this has led to a number of issues. They include the attracting of candidates to undertake these roles in a competitive market place, the lack of flexibility with support staff and the cost and capacity of training. The new strategy sees the Force increase officer numbers but reduce support staff in the medium term.

27 The Workforce Assessment is considered essential when considering efficiency and effectiveness. This will help identify areas which need focus on such as skills and sickness. With over 80% of the budget spent on the workforce focus is required.

## **CAPITAL FINANCING STRATEGY**

28 With reducing central grant and reducing reserves the financing of essential ICT investment and making our facilities fit for modern day policing has become a concern. This concern increased in 2022-23 with the removal by the Home Office of the general capital grant, this places even more emphasis on revenue funding (via direct contributions or financing borrowing) to fund capital.

29 The new strategy now includes an allocation of £18m for a new Southern Policing Hub. This is however just an allocation, until a suitable site is agreed on and a construction programme drawn up it is not possible to estimate the costs accurately. Development costs for the HQ Masterplan are also included in the strategy at an overall cost of £44m.



30 The strategy has been reviewed and changed to reflect these allocations and reduce any immediate need to borrow noting the current interest rate increases

31 With an additional revenue contribution of £2m in 2022-23 it has been possible to limit the increased revenue consequences of capital to £0.055m in 2023-24. It should however be noted that when the 2 Estates based projects progress there will be a need for larger revenue increases, these are included within the MTFs.

### **THE REVENUE BUDGET PROPOSAL**

32 The table below identifies the current Budget Proposal at a high level (more information is included in the MTFs) to meet the pre-ringfenced funding allocation of £146.363m available with the £15 Council Tax increase.

Budget Bfwd	£140.396m
Unavoidable costs (less cost reductions)	£6.382m
Growth Requests	£2.638m
Capital Funding	£0.055m
Sub Total	£149.471m
Savings	-£3.108m
Budget Requirement	£146.363m

33 The following proposals have been suggested to close the £3.108m gap;

	<b>2023-24</b>
ICT/Clothing Uplift Reduction	£0.240m
Estates - Energy and Disposals	£0.100m
Procurement	£0.050m
Telematics	£0.050m
CSW Income	£0.200m
Legal 3rd party cost reduction	£0.050m
LCIs - 20 converted to Police Officers	£0.240m
PCSOs - 20 converted to Police Officers	£0.100m
PCSO unsocial hrs budget adjustment	£0.046m
Ill Health reduction	£0.172m
Support Staff Pension Revaluation	£0.404m
Spinal Point Review (Officers)	£0.525m
1% increase to Police Staff Vac Factor	£0.439m
Intelligence reduction to MSG average	£0.219m
Support and Services Budget Reduction	£0.033m
Strategic Support Officer Reduction	£0.240m
<b>Total Savings</b>	<b>£3.108m</b>

34 If this plan is implemented the impact on the workforce profile will be as follows. This moves the profile closer to our most similar forces

	2022-23 FTE	2022-23 %	2023-24 FTE	2023-24 %
Police Officers	1,165	49.3%	1,197	50.4%
Staff	1,078	45.6%	1,078	45.4%
PCSOs	122	5.2%	102	4.3%
<b>Total</b>	<b>2,365</b>	<b>100.0%</b>	<b>2,377</b>	<b>100.0%</b>

## **RESERVES**

35 A complete review of reserves has taken place with the outcome disclosed in the MTFS. The value of the general reserve has been considered and the CFO advises that £3.538m (2.5% of the revenue budget) is acceptable.

## **RISK ASSESSMENT**

36 It should be noted that this is a provisional settlement which can change.

37 There are some risks in the savings plans as efficiencies need to be delivered. There is also risk in reducing the budgeted level for officer vacancies and the staff vacancy level. This has been based on current activity and the current employment market. This could change in the future requiring increased budgets however in the short term the risk of this occurring is considered minimal.

38 The Inflation Risk Reserve helps mitigate risk in 2023-24 however it should be noted that this is only a one off solution and if utilised is likely to result in unavoidable costs in 2024-25.

39 As with all budgets this is a plan, changes will occur and where necessary some plans may have to be delayed ensuring the budget is not overspent.

## **ENVIRONMENTAL IMPACT**

40 The MTFS includes funding for Estates Projects which help reduce our carbon footprint in the medium term. The investment in vehicles where possible is targeted at low emission vehicles with the introduction of Telematics expected to improve driving standards and fuel consumption. All reports produced requesting approvals from the PCC now consider the impact on the environment of the decision being made.

## **CONCLUSION**

41 This paper shows the panel the MTFS and the current thinking surrounding the 2023-24 precept. It is considered that a £15 Band D increase per household per year is appropriate and it is the intention to consult the public on this.



**WILTSHIRE AND SWINDON**

# **Medium Term Financial Strategy (MTFS) 2023-24 to 2026-27**

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## Executive Summary

1. The December settlement provided the Wiltshire PCC with a cash increase of 1.8%. Whilst any increase is welcomed the impact of inflation and service demand means that finances remain under pressure. The 164 Uplift Officers have been delivered however there is no new money for further Officers and Staff unless savings can be delivered. National Pay Increases have been agreed at 5% for Police Officers and Police Staff however additional funding has only been provided for Police Officers so the Police Staff Pay Award and all other inflationary increases (including Energy) have to be funded from the 1.8% and any precept increase.
2. The settlement has provided the PCC with an option to increase the Band D Council Tax precept level by a maximum of £15 (without referendum). For an extra £15 per household per year this has to be considered as it would provide an additional £4m to deliver the Police and Crime Plan.
3. The Comprehensive Spending Review (CSR) in 2021 informed PCCs that they were allowed to increase the Band D Council Tax Level by £10 in all of the next 3 years. Whilst this has been increased the final year of the CSR is 2024-25 so this does provide a bit more certainty. The CSR also stated that there will be a minimum increase in Police Funding of 1.5% in 2024-25. Whilst this again gives some certainty there are no specific figures for individual PCCs and the grant increases are low in a period of uncertainty when inflation is high.
4. This uncertainty means that future years funding positions are very much an estimate and will change in a years' time when more information is available.
5. Whilst the increases are welcome Wiltshire remain underfunded. It still has the lowest council tax in the South West (significantly below the similar size forces of Gloucestershire and Dorset). It also remains the 3<sup>rd</sup> lowest funded area in the country even though it has the urban issues that Swindon brings and the rural/sparsity issues caused by Salisbury Plain.
6. By increasing Council Tax by £15 per Band D property there is still a £3.108m funding gap in 2023-24. In future years shortfalls are also estimated which will need to be closed. A plan is in place to deliver the £3.108m and a strategy shaping to deliver savings in the future.
7. The MTFS also deals with the Capital Financing Strategy. This now includes funds for a Southern Policing Hub. The strategy shows how this can be financed with the use of borrowing and revenue contributions. This and the HQ refurbishment will lead to increased levels of borrowing but are necessary to enable the Force to deliver now and in the future. This borrowing will result in revenue costs over the life of the asset.
8. The Chief Constable's increased expenditure plans surround closing threats identified in the Organisational Risk Assessment (ORA) and Corporate Risk Register. This is an evidence-based approach in line with HMICFRS expectations.
9. The MTFS now includes a Work Force Assessment. This is a positive step and will ensure we focus on the people as this is where over 80% of the budget is spent.

10. The MTFS is based on assumptions which may or may not be realised but are currently considered as reasonable. Its purpose is to give to the PCC and the CC a financial framework to plan strategic direction over the next 4 years. As disclosed in the MTFS in 2022-23 Wiltshire's funding per head of population was £192.61 the national average is £213.74. Wiltshire PCC was the 4th lowest centrally funded and 3rd lowest when considering all funding. These figures need to be updated for the 2023-24 settlement however with the same central funding increase being applied to all forces and the majority of PCC's looking towards the £15 council tax increase they will not change significantly.
11. It should be remembered that this years funding decision will impact the funds available for the future. Considering our low funding position I am consulting on a £15 council tax increase to £256.27 for a Band D property.

## Introduction

12. This is the four year MTFs. The MTFs first covers the funds available to the Police and Crime Commissioner (PCC) depending on different local funding scenarios. It then considers how the Commissioner may use the finances available to him to fulfil his wide ranging remit.
13. Appendix B deals with the Chief Constable's budget allocation and the implications on his spending plans which occur depending on the local funding decision made by the PCC. The report then considers any shortfalls which may exist. The outcome provides both the PCC and the CC with information which will assist them in decision making surrounding precept, police officer numbers, etc. in the short to medium term.

## The Financial Environment

14. This version of the 4 year MTFs has been produced post the 2022 settlement before the PCCs decision on how much to increase the Band D Council Tax by. At this stage the PCC is consulting the public on a Band D increase of £15 (6.2%).

### Central Finances

15. After 9 years (2011-12 to 2019-20) of funding restrictions which had seen the budget reduce by 34.5% the last 3 years (2020-21 to 2022-23) has seen central cash increases of £13m. The main reason for this increase was to deliver Wiltshire's part of the 20,000 (164) new officers required by the government.
16. The 2023-24 settlement does not provide for any new officers. Overall the increase is 1.8%. 1% of the increase was signposted in the CSR, the remaining 0.8% is provided to contribute towards a 5% uplift in Police Officers pay it is then reduced to consider lower National Insurance costs. It should be noted that even though the same pay offer for Officers (a £1900 increase in basic pay for all ranks) was agreed for Police Staff there is no central funding provided for this. Noting this and the inflationary pressures being borne by all organisations it is clear that this low level of funding will need to be supported by local increases in the precept and a reduction in service costs to produce a balanced budget.
17. The Legacy Council Grant has remained at £5.235m since 2013-14. This grant compensates PCC's and Police Authorities for not raising the precept between 2011 and 2013. The MTFs assumes that this grant will continue in future years with no increase or reduction (i.e. Cash flat).

### Precept (Council Tax)

18. In 2012 the Secretary of State, under The Localism Bill, introduced new regulations surrounding Council Tax. If a major precepting body (which includes the PCC) proposes to raise taxes above a limit agreed by government then they will have to hold a referendum to obtain approval from local voters and the local voters may veto the rise. This means that major precepting bodies will need to convince local voters, rather than central government of the case for excessive rises in council taxes. The initial announcement on precept flexibility for 2023-24 was included within November 2021's Comprehensive Spending Review (CSR). This allowed PCCs to increase Band D

council tax by £10 over the next 3 years. This however has now been superseded with the government allowing a £15 increase in 2023-24 only.

19. The Council Tax receipt is dependent on the council tax base (the number of dwellings paying the tax). Provisional information provided by the councils reports an increase in the base of 1.56% in 2023-24.
20. A 1% increase in the police part of the Band D council tax in 2023-24 is worth £0.654m. Any increase in council tax secures future funding at a higher level.
21. A net surplus of £0.543m is the provisional calculation on the Collection Fund. This will be confirmed by the councils early in the calendar year. It should be noted that this figure changes each year and hence there is no guarantee that this level of funding will be available in 2024-25.
22. The table below shows the assumptions made in the MTFS.

	Additional Dwellings	Est total Dwellings	% Increase	Collection Fund Surplus/(Deficit) within MTFS
2022-23 Actual		266,748		-
2023-24 Est	4,168	270,916	1.56%	£543,000
2024-25 Est	4,064	274,980	1.50%	£295,000
2025-26 Est	3,850	278,830	1.40%	£295,000
2026-27 Est	3,903	282,733	1.40%	£295,000

### Inflation

23. The consumer price index shows inflation for the 12 months to November 2022 at 10.7%. The settlement on pay awards has been circa 5%. For future years it has been estimated at 3% (Sept 2023) and 2% thereafter. This is in line with government advice noting the target of 2% inflation. If increases are much higher than this we would look for additional grant support from the Home Office in line with 2022-23. Other budgeted areas have had to be contained to minimal increases however on energy it is estimated to be a 100% increase costing £1m. Noting that some increases are unavoidable a new reserve has been created to reduce this risk (Inflation Risk Reserve planned to be £0.500m at 31 March 2023). If this is fully used in 2023-24 it will create pressure on the 2024-25 budget.
24. In December 2022 the bank base rate was increased to 3.5%, at the start of the calendar year it was 0.25%. This rise puts pressure on borrowing however it has enabled investment returns to increase. Recognising this it is planned to increase the investment income budget to £0.500m (it was £0.079m in 2022-23).

### **Police and Crime Plan 2017-2021**

25. The Police and Crime Plan has 4 overarching priorities, these are shown below:
  - Priority 1: A police service that meets the needs of its communities
  - Priority 2: Reduce violence and serious harm
  - Priority 3: Tackle crimes that matter to local communities
  - Priority 4: Improve the experience of victims and deliver justice



26. In 2022-23 Wiltshire received total funding of £192.61 per head of population, this is £21.13 less than the national English average (Excludes the Met and the City of London) of £213.74.
27. Central Funding in 2021-22 for Wiltshire was £104.08 per head of population, £28.71 less than the national English average (Excludes the Met and the City of London).
28. Combined with the lowest policing precept in the South West, this results in Wiltshire Police having the third lowest total funding per head of population. The plan states that the PCC will continue to lobby the Government to revise the way policing is funded. National information suggests that the outcome of the review will be reported in this parliament but there is no guarantee that any change will be implemented by then.
29. In the absence of a fair funding settlement there is a requirement to unlock resources to invest in priorities or continue to provide services at today's level. What this means is a drive to eliminate waste, being more cost efficient and cost effective. This plan identifies that the police alone will not be able to deliver the priorities. It will mean working in partnership with other organisations, volunteers, and communities.
30. With a need to reduce costs whilst delivering more, the PCC has agreed that investment in technology is essential.
31. During 2014 the PCC became responsible for the commissioning of Victims Services. In 2022-23 Specific Grant funding was £0.843m, the 2023-24 funding is not expected to change. As these funds are specific grants they are not included in the main funding reported. It should be noted that the Home Office also hold back £2.265m in a Ringfenced Uplift Grant, whilst final details of the grant conditions are yet to be released it is expected that only 100% of the grant will be received if 1,189 officers (headcount not FTE) are in place at 31 March 2024. As this is a special grant it is not included within main funding.
32. In setting the budget the PCC will be allocating a certain level of resources for the following purposes.
- Commissioning police services from the Chief Constable
  - Commissioning services in line with the Police and Crime Plan for specific purposes (for instance from public bodies, charities, the private sector, etc.)
  - Financing the running costs of the OPCC
  - Capital Investment

## Income Forecasts

33. The 2022-23 budget relied on the following income to finance activity (excludes ringfenced Uplift grant);

Central Funding	Central Grant	£70.428m	
	Council Tax Legacy Grant	£5.235m	£75.663m
Local Funding	Precept – Council Tax	£64.359m	
	Council Tax Surplus	£0.295m	£64.654m
MTFS Funding		£140.317m	£140.317m

34. The 2021-22 council tax level of £241.27 is £6.39 below the national average of £247.66 (excluding the City of London and the Met).

35. The table below compares the police part of the Band D council tax against others in the South West. It also shows the impact of a £15 (6.2%) increase in council tax in 2023-24 then £10 in the next 2 years.

Authority	2022-23 Band D Council Tax	Wiltshire £15 increase 2023-24	Wiltshire £10 increase 2024-25	Wiltshire £10 increase 2025-26
Gloucestershire	£280.08			
Dorset	£265.58			
Avon & Somerset	£251.20			
Devon & Cornwall	£246.56			
<b>Wiltshire</b>	<b>£241.27</b>	<b>£256.27</b>	<b>£266.27</b>	<b>£276.27</b>

Additional cost per Band D Household with a 6.2% increase	£15 p.a.
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36. The table shows that even if Wiltshire increased its council tax in all 3 years by these levels and all the other PCC's in the region froze their council tax Wiltshire would still not exceed the levy currently in Gloucestershire.

37. The additional funding available to Wiltshire under various precept scenarios is shown below when compared against the current precept income;

- a) Funding at the South West Av. (£260.85), Extra income is £5.363m
- b) Funding at National Av (£241.27), Extra income is £1.7m

38. It should be noted that today's decision on council tax impacts future years funding. For example, Gloucestershire's levy of £280.08 was based on a 50% increase in 2003. This shows how future viability is dependent on decisions made today.

39. In 2022-23 Council tax was 46% of the PCC's funding. Therefore to fund an expenditure increase of 1% (£1m) requires a 2.5% increase in the precept (the gearing effect), If central grant remains the same.

40. The funding settlement announced a cash increase (including Ringfenced Uplift grant) of 1.8%. This was higher than last year's CSR as it included grant towards the Police Officer Pay Settlement netted off against the reduction in National Insurance. The CSR announced that police funding for the three years will increase by at least £550m in 2022-23, £650m in 2023-24 and £800m in 2024-25. Based on this the central funding increase in 2024-25 is included at 1.5%. For future years it is limited to 1%.

41. The MTFs shows income over 4 years based on assumptions. The tables in Appendix Ai show the following estimated income (excludes Uplift Grant and Investment Income);

	Estimated Income	Increase	% Increase
2023-24	£145.863m	£5.546m	3.9%
2024-25	£150.467m	£4.604m	3.2%
2025-26	£154.997m	£4.530m	3.0%
2026-27	£159.628m	£4.631m	3.0%

42. It is necessary to consider the impact of different scenarios. The impact on the 2024-25 finances of changes in funding is shown below;

Scenario	Impact on 2024-25 MTFS Figures
Standard Central funding changes by 1%	£0.707m
Council Tax base changes by 1%	£0.721m
Council Tax increase changes by 1%	£0.707m
Council Tax increase changes by £1	£0.276m

## Impact of Funding Allocations

43. The table below shows the allocation with a £15 increase and Investment Income of £0.500m (£0.079m in 2022-23). From 2020-21 the amount spent on Shared Services has been separated out from the Chief Constables (CC) allocation. These departments which include HR, Finance, Estates, Business Improvement, ICT etc provide services to both the OPCC and the CC.

	2022-23 Allocation	2023-24 Allocation	Increased Allocation
OPCC Office cost	£3.443m	£3.591m	£0.148m
OPCC Commissioning	£1.728m	£1.802m	£0.074m
OPCC Capital cont (RCCO & MRP)	£2.857m	£2.912m	£0.055m
Shared Services Allocation	£32.224m	£33.609m	£1.385m
CC Allocation	£100.144m	£104.449m	£4.305m
Total	£140.396m	£146.363m	£5.967m

44. The 2022-23 figures have been revised to reflect that £0.441m of capital budget has been reclassified as revenue within the Shared Services allocation.

45. The specific Victims grant mentioned in paragraph 31 is in addition to the funding available for external commissioning. It should also be noted that £2.265m of Ringfenced Uplift Grant is not included within these figures (provided to fund 164 officers).

46. In 2022 the PCC has approved a revised Capital Plan and Capital Financing Strategy, the updated version is attached at Appendix D. This strategy outlines the need to consider the medium term financing of capital. With an intention to invest in the HQ as part of the new Estates Strategy there needs to be an agreed strategy to fund this. The overall expenditure plan has significantly increased this year with the inclusion of a budget of £18m to fund a Southern Policing Hub. Capital costs are also significant in ICT and it is not appropriate to stop investing in this area.

47. To finance the capital spends it has been accepted by the PCC that borrowing will be required for longer term assets. There is also a need to increase direct revenue funding of short term ICT assets.

48. The strategy suggests a steady increase in the revenue budget to fund the borrowing costs and to provide direct funding. If the whole 8 year (2022-23 to 2029-30) plan occurs the total cost is in the area of £111m. As capital grant has now been removed and capital receipts are limited the revenue consequences will need to rise to £9m by 2029-30. In 2022-23 the PCC is utilising £2m of revenue underspend to fund the plan, this will eliminate the need to borrow this year with rising interest rates.
49. Whilst the MTFS shows a requirement to save money in each specific area in practice this will not be possible. For instance the Shared Services Cost has increased by over £1m due to energy inflation, with a budget of £33m it will not be possible to make large enough savings to carry on delivering a service with a cut to this level. Therefore later in the document (within the CC section) a plan to deliver the entire savings, as a group, is outlined.

## **OPCC Direct Expenditure**

50. In recent years the OPCC budget has been increased as part of ensuring that the 'and crime' part of the PCCs role is delivered. In 2023-24 the only growth is the full year impact of the increase in Legal and Commissioning Staff agreed in the 2022-23 budget. The increase in Legal staff is expected to reduce the need for third party services and savings have been included in the MTFS to reflect this.
51. The funding specifically available for direct commissioning will be in the region of £3m in 2023-24 plus any other specific grants they are able to obtain. The focus on the expenditure includes Substance Misuse, Youth Offending, Reoffending, Victims Services, Mental Health Triage and Community Messaging. This team will also need to plan for the introduction of the Serious Violence Duty, working with partners there are specific grants available to help finance this.
52. Appendix Aii shows the consolidated OPCC Financial Plan (OPCC office costs, commissioning and capital). £8.305m is the initial allocation with a £15 Band D increase this will result in a need to identify savings of £0.139m. As mentioned in paragraph 49 this will be dealt with as a group in a later section.

## **Shared Services**

53. From 2020-21 Shared Services costs have been extracted from the Chief Constables allocation and is now reported separately. Shared Services includes HR, OHU, Health and Safety, Learning and Development, Business Improvement, ICT, Information Management, Finance and Facilities.
54. Appendix Aiii shows the financial plans for Shared Services. There are several cost pressures in the area which have been identified. £0.152m has been allocated for ongoing costs surrounding Cyber Security. This will fund 2 new staff, software licences and an increased level of training for staff. This requirement was identified post a review surrounding an increased threat level in March 2022, hence much of this investment is already in place.
55. A further growth item surrounds Learning and Development. With the intake requirement increasing and an increased focus required on leadership training (due to the number of new Sergeants required) a critical review of the function occurred between November 2021 and March 2022 by an external company. The report

identified a number of recommendations and a requirement to increase the units staffing. On review it was agreed by the PCC and Chief Constable to increase the team by 4 at a cost of £0.145m p.a.

56. It was expected that recruitment levels would return to pre Uplift numbers in 2023-24 which were roughly 4 intakes of 20 recruits during the year. The need however is a lot higher than this due to more staff leaving and needing to be replaced and growth in officers (discussed later in the workforce mix section). With a requirement to deliver at least 6 intakes of 20 forecast in 2023-24 it will be necessary to further invest in the infrastructure delivering the intakes. Issues are currently being managed in Stores, HR, L&D and the ERP system which need resolving. A fund of £0.250m over 2 years has been allowed to deal with the critical issues.

57. With an allocation of £33.609m in 2023-24 savings of £1.696m are required. As discussed earlier in the paper, over £1m extra for energy and Police Staff Pay increases of circa 5% cannot be resolved solely from this budget hence the need for a wider savings plan.

## Capital

58. The Capital Plan (Appendix C) has been revised this year to compliment the longer term Capital Financing Strategy. The plan shows the capital expenditure forecast over the 4 years. It then shows how these costs will be funded. This plan is then taken forward in the Strategy (Appendix D)

59. The increase in revenue costs (both revenue contributions to capital and the consequences of debt) is planned to finance capital expenditure in a manner that is affordable over a period of time. The plan is more dynamic (it will change regularly throughout the year) than the strategy hence there will be variances occurring which will need reconciliation in each MTFS.

60. It should be noted that the need to borrow and increase revenue costs is not just to finance the Estates Strategy. The ICT spend in years ranges from £2.0m to £5.3m. With the removal of grant the reliance on revenue is now critical and an increase in revenue costs to finance capital is unavoidable. In addition to this over £1m of spending on Vehicles and Equipment must be financed each year.

61. The financing of capital spends is dependent on the asset;

- ICT assets with a predicted life of 7 years or more will be financed by borrowing over 7 years
- Significant investment (over £1m) in Estates will be financed by borrowing over 30 years, or capital receipts.
- Specific Grants will be used in line with the specific grant rules
- All other capital expenditure will be funded by a mixture of general grant, revenue contribution to capital and capital receipts.

62. It is important to note that once borrowing is entered into this will be a liability on the revenue account for years to come.

63. The Capital grant available to each force has significantly reduced in recent years. For instance in 2013-14 it was £0.939m and fell to £0.407m by 2017-18. One of the

reasons for this is the top slicing for national projects (such as ESMCP) with the amount available to forces falling. With these projects still in the early stage it was not expected that this trend would reverse. The 2019-20 settlement saw the grant reduced to £0.109m, it has now been decided centrally that there will no general capital grant with PCCs expected to utilise revenue from now on to finance capital.

64. The table below summarises the Capital Plan;

	2022-23	2023-24	2024-25	2025-26	2026-27	Cumul.
Signif. Estates	£2.274m	£5.327m	£11.503m	£16.057m	£10.984m	£46.145m
Refurb. Estates	£1.273m	£5.196m	£1.965m	£0.570m		£9.004m
Equip/Fleet	£1.904m	£1.545m	£1.285m	£1.309m	£1.333m	£7.376m
Long Term ICT					£3.235m	£3.235m
Short Term ICT	£2.444m	£3.157m	£3.697m	£2.367m	£2.087m	£13.752m
Total Expenditure	£7.895m	£15.225m	£18.450m	£20.303m	£17.639m	£79.512m
Financed by:						
Specific Grant	£0.493m					£0.493m
Capital Dev Res	£1.045m	£0.487m	£2.285m		£-0.574m	£3.243m
Capital Receipts	£1.015m	£7.248m	£1.356m	£0.632m		£10.251m
Borrowing	£0.576m	£4.669m	£11.503m	£16.057m	£14.219m	£47.024m
Underspend Cont	£2.000m					£2.000m
Revenue Cont.	£2.766m	£2.821m	£3.306m	£3.614m	£3.994m	£16.501m
Total Financing	£7.895m	£15.225m	£18.450m	£20.303m	£17.639m	£79.512m

65. A review of the capital receipts expected has occurred with the revised strategy. This is based on a reduced portfolio as determined by the PCCs 2018 Estates Strategy. There is a large amount of risk in the forecast. The new plan includes only 80% of the original valuation/market offer and that receipts are received 6 months later than forecast. This will mitigate some of the risk. The PCCs Acquisitions and Disposals Board monitor and approve decisions with the delivery of best value the primary purpose.
66. All new capital projects are approved by the PCC. Funding of £18m has been allowed for a new Southern Policing Hub, this however is just an allocation, until a suitable site is located and a construction programme agreed it is not possible to estimate the cost accurately. Development costs for HQ are also programmed into the plan. All estimates are subject to risk as inflation increases.
67. The plan continues to have funding allocated for ESMCP (Emergency Services Mobile Communications Project). These costs are very much an estimate. The delay and uncertainty surrounding this national project remains and it is expected that unit costs will change from those included in the current estimates. Time delays have seen the planned capital expenditure slip back to 2026-27.
68. The ICT capital expenditure plan is now produced as part of the Digital, Data and Technology (DDaT) strategy. ICT managers have looked ahead to forecast costs up to 2025-26, this has been utilised for the whole period of this strategy. This is the second year that this has occurred and we have learnt that it is difficult to accurately forecast all costs over a 4 year period with the speed of technology change. To acknowledge this £1m has been included in each year from 2025-26 for Systems Upgrades. Detailed plans will need to be submitted before projects utilising these funds are approved.

69. Each year the PCC undertakes a number of planned maintenance programmes to increase the life of assets. This can be upgrading assets such as lifts or undertaking substantial works. It is proposed to fund substantial estates programmes via the capital plan. Minor works costs will now be funded by revenue. Significant known improvement projects on the Estate have been included in the strategy. Examples of this are £1.265m for Environmental Projects and £1.940m for the Fire Safety Bill. Detailed plans of expenditure and their benefits will be produced before these capital projects are approved.
70. The Fleet strategy is based on the Policing Model. The strategy includes the use of framework vehicles to reduce cost. This is now in place for our high volume vehicles. Further work on the remainder of the fleet is on-going with the National buying groups expected to deliver better value for money and improve standardisation. In 2023-24 an additional £0.200m has been allowed for Response Vehicles. In 2022-23 we have struggled to obtain new vehicles due to the international market and lack of source resources impacted by the war in Ukraine. Whilst these vehicles are expected in March 2023 it is accepted that more needs to be done to improve the condition of the vehicles used by Response. This may mean a short period of time when vehicles are purchased outside of the normal strategy.
71. A budget for operational equipment is in place. This is intended to fund small capital items such as firearms, tasers, drones, etc. The exact budget required for this area will need to be determined each year.

## **Risks and Reserves**

72. The assessment of risks and the setting of appropriate levels of reserves is an essential element of medium term financial planning.
73. When setting budgets and future plans it is essential to ensure that they are both affordable and sustainable. Reserves are held to manage risk and for investment.
74. The risks may be categorised in three ways:
- Local small level risks, where they would be accommodated within devolved budgets
  - Significant risks which can be covered by insurance cover
  - Larger risks which, if they occurred, would need to be funded from reserves in the knowledge that they would have a significant impact upon the next year's budget setting process.
75. With Policing being an emergency service there is always the risk that one incident could result in costs of £1m or more. The Home Office do provide some cover for large incidents agreeing to provide special grant for costs over 1% of budget (for instance the incidents in Salisbury and Amesbury in 2018 where all costs have been recovered from special grant). This does alleviate some of the need for the PCC and CC to hold a high level of reserves however there are 2 incidents currently being managed which could result in significant costs for the PCC. To mitigate the risk a Major Incident Reserve has been established to help fund the first 1%.

76. The Reserves and Provisions Policy has been produced by the PCC in association with the CC. This policy states the purpose of reserves and the principles in how they are used. The policy is in line with CIPFA (Chartered Institute of Public Finance and Accountancy) best practice. This is included under Appendix E.

77. There continues to be a focus on the level of reserves held by PCCs. With austerity there was central concern that funds were not being used appropriately. Based on this the policing minister wished to improve the transparency of reserves. The policy now includes estimated levels for the next 3 years. The table below shows the history on reserves and current forecasts. The Capital Development Reserve is shown separately due to its size and impact on the total reserves (this is in the total reserves amount);

Year End	Total Reserves	Capital Dev. Reserve
March 13	£19.332m	£12.879m
March 14	£21.536m	£13.192m
March 15	£20.677m	£12.626m
March 16	£19.594m	£11.895m
March 17	£20.194m	£9.864m
March 18	£18.375m	£9.475m
March 19	£15.328m	£8.111m
March 20	£12.247m	£4.811m
March 21	£12.850m	£2.260m
March 22	£12.001m	£3.817m
March 23 Est.	£12.116m	£2.772m
March 24 Est.	£8.254m	£2.285m
March 25 Est.	£6.822m	-

78. A review of reserves has taken place considering the budget strategy. This includes the general reserve. Considering the total reserves available and the emergency funding available for significant costs the level of 2.5% remains reasonable.

79. The PCC holds other specific earmarked reserves for specific risks and investments e.g. Insurance. The estimated level of reserves for these is reported in Appendix F.

80. The largest reserve is the Capital Development Reserve. This is required to finance the capital plan and is £3.817m on 31 March 2022. The table above shows this is forecast to be completely used by the end of March 2025. The need for this reserve is important to fund short life assets (such as ICT) as the capital strategy does not promote borrowing for short life assets.

81. All reserves are 'one-off' funds and can only be used for investments which do not have on-going revenue consequences, hence the need to identify medium term strategies when reserves are used to assist balancing the revenue budget.

## **PCC's Conclusion**

82. The MTFs is a living document. It changes as information is received concerning costs, funding and service delivery requirements. The MTFs will be reviewed annually and is the cornerstone of the budget planning cycle.



83. It is expected that the Chief Constable will improve the efficiency in how he delivers policing. Depending on the funding provided there is likely to be a budgetary gap, it is expected that the Chief Constable will continue to identify ways in which he can close these gaps.

## PCC for Wiltshire Medium Term Financial Plan

Scenario A- Grant 1.8% 2023/24, 1.5% 2024/25, then 1% and £15 Precept 2023/24 Only

### Estimated Funding Available to the PCC

	2023/24	2024/25	2025/26	2026/27
	£million	£million	£million	£million
Police Grant/DCLG	70.657	71.717	72.434	73.158
Legacy Council Tax Grant	5.235	5.235	5.235	5.235
<b>Total Central Funding</b>	<b>75.892</b>	<b>76.952</b>	<b>77.669</b>	<b>78.393</b>
Council Tax Surplus	0.543	0.295	0.295	0.295
Precept	69.428	73.220	77.033	80.939
Reserve Contribution	0.000	0.000	0.000	0.000
<b>Total Grant and Precept Funding</b>	<b>145.863</b>	<b>150.467</b>	<b>154.997</b>	<b>159.628</b>
Investment Income	0.500	0.500	0.500	0.500
<b>Total Income Available to PCC</b>	<b>146.363</b>	<b>150.967</b>	<b>155.497</b>	<b>160.128</b>
Funding Increase	3.90%	3.15%	3.00%	2.98%
Central Funding Increase *	0.30%	1.40%	0.93%	0.93%
Band D Council Tax	256.27	266.27	276.27	286.27
Increase per Band D household	15.00	10.00	10.00	10.00

\* Excludes Ringfenced Grants

### Allocation of Funding

OPCC - Office Costs (Less inv inc)	3.591	3.687	3.775	3.856
OPCC - Capital Contribution	2.912	3.685	4.702	6.071
OPCC - Commissioning	1.802	1.850	1.895	1.936
OPCC - Shared Service allocation	33.609	34.507	35.330	36.094
OPCC - Chief Constable allocation	104.449	107.238	109.796	112.171
	<b>146.363</b>	<b>150.967</b>	<b>155.497</b>	<b>160.128</b>

**OPCC Financial Plan**

Scenario A- Grant 1.8% 2023/24, 1.5% 2024/25, then 1% and £15 Precept 2023/24 Only

	2023/24	2024/25	2025/26	2026/27
	£ millions	£ millions	£ millions	£ millions
Expenditure BFWD	8.469	8.305	9.222	10.371
Capital moved to Revenue	-0.441			
	<b>8.028</b>	<b>8.305</b>	<b>9.222</b>	<b>10.371</b>
<b><u>Unavoidable Cost Increases</u></b>				
Inflation	0.129	0.161	0.111	0.114
Spinepoint increases	0.008	0.008	0.008	0.008
Police Staff Pay - Additional 2% allowance	0.038	0.000	0.000	0.000
Police Staff Pay -Initial settlement	0.027	0.000	0.000	0.000
<b><u>Growth Requirements</u></b>				
Capital Changes	0.055	0.773	1.017	1.369
Legal Services	0.049	0.000	0.000	0.000
Commissioning Staff	0.110	0.000	0.000	0.000
<b><u>Cost Reductions</u></b>				
<b>Total increases in Expenditure</b>	<b>0.416</b>	<b>0.942</b>	<b>1.136</b>	<b>1.491</b>
Contributions to or from reserves				
<b>Savings Required/Growth Available</b>	<b>-0.139</b>	<b>-0.025</b>	<b>0.013</b>	<b>0.000</b>
<b>New Requirement</b>	<b>8.305</b>	<b>9.222</b>	<b>10.371</b>	<b>11.863</b>
<b><u>Inflation Assumptions</u></b>				
Employees - Officers	1.75%	3.00%	2.00%	2.00%
Utilities	100.00%	5.00%	5.00%	5.00%
Fuel	5.00%	5.00%	5.00%	5.00%
ICT	5.00%	5.00%	5.00%	5.00%
Other	3.00%	3.00%	2.00%	2.00%
Interest	3.00%	3.00%	2.00%	2.00%
Income	3.00%	3.00%	2.00%	2.00%

## Shared Service Financial Plan

Scenario A- Grant 1.8% 2023/24, 1.5% 2024/25, then 1% and £15 Precept 2023/24 Only

	2023/24	2024/25	2025/26	2026/27
	£ millions	£ millions	£ millions	£ millions
Expenditure BFWD	31.783	33.609	34.507	35.330
Revenue funded from Capital	0.441			
	<u>32.224</u>	<u>33.609</u>	<u>34.507</u>	<u>35.330</u>
<u>Unavoidable Cost Increases</u>				
Inflation	1.890	1.176	0.966	0.996
Spinepoint increases	0.152	0.152	0.152	0.152
Police Officer pay inc to 5%	0.051	0.000	0.000	0.000
Police Staff Pay - Additional 2% allowance	0.242	0.000	0.000	0.000
Police Staff Pay -Initial settlement	0.171	0.000	0.000	0.000
Unidentified Policing Pressures	0.050	0.050	0.050	0.050
<u>Growth Requirements</u>				
ERP Development 0.5 x W7	0.016	0.000	0.000	0.000
Applications Infra. and Network Engineer	0.094	0.000	0.000	0.000
Cyber Security	0.152	0.000	0.000	0.000
L&D Staff increases post review	0.145	0.000	0.000	0.000
Increase in Infrastructure re Uplift pressures	0.125	0.125	0.000	0.000
<u>Cost Reductions</u>				
Reduction in Rent Allowance	-0.007	-0.004	0.000	0.000
<b>Total increases in Expenditure</b>	<u>3.081</u>	<u>1.499</u>	<u>1.168</u>	<u>1.198</u>
Contributions to or from reserves				
<b>Savings Required/Growth Available</b>	<u>-1.696</u>	<u>-0.601</u>	<u>-0.345</u>	<u>-0.434</u>
<b>New Requirement</b>	33.609	34.507	35.330	36.094
<u>Inflation Assumptions</u>				
Employees - Officers	1.75%	3.00%	2.00%	2.00%
Utilities	100.00%	5.00%	5.00%	5.00%
Fuel	5.00%	5.00%	5.00%	5.00%
ICT	5.00%	5.00%	5.00%	5.00%
Other	3.00%	3.00%	2.00%	2.00%
Interest	3.00%	3.00%	2.00%	2.00%
Income	3.00%	3.00%	2.00%	2.00%

## The Chief Constable's Allocated Budget

### Introduction

1. The 2023-24 plan has been produced in a difficult financial environment where Forces are aware there is minimum opportunity for growth and cashable reductions need to be made to balance the budget. The increasing costs occurring with high inflation are a concern.
2. This years Business Planning Process has concentrated on risk with an Organisational Risk Assessment (ORA) completed to identify where the biggest focus need to be. The ORA will now feed into the FMS (Force Management Statement) which is currently being drafted.
3. In addition to this we have focused effort on our officers and staff. With over 80% of the budget spent in this area the introduction of the Strategic Workforce Assessment is intended to ensure we get the most out of this resource.
4. In line with HMICFRS expectations the section on savings has been increased to show a high level plan as to how budgets can be balanced in future years.

### Funding

5. The table below shows the funding the PCC is considering provided me in 2023-24 (based on a £15 Band D increase), these are shown in more detail in Appendix Bi. It also shows what 'direct' savings I need to deliver based on this however I note that I will need to save a larger proportion than this due to the inflationary pressures on Shared Services.

	2023-24	2024-25	2025-26	2026-27
CC allocation	£104.449m	£107.238m	£109.796m	£112.171m
Funding (gap)/surplus	(£1.274m)	(£1.275m)	(£1.003m)	(£0.508m)

### Expenditure

6. In 2022-23 the PCC gave the CC a budget of £131.927m (including shared services). The table below shows how expenditure was planned when allocated according to the Police Objective Analysis (POA), the total includes capital of £xxxxm as per the national classification guidelines; - [TABLE TO COMPLETE]

	Officer FTE	Staff FTE	Total FTE	% of Staff	£m	% of Budget
Local Policing						
Dealing with the Public						
Criminal Justice						
Ops Support (inc RPU)						
Intelligence						
Investigations						
Public Protection						
National Policing						
Support Functions						
Cap Finance/Pensions						
Reserves/Commis.						

7. Each year the PCC and the Force review spending levels against other forces using national data and HMICFRS's Value for Money profiles. These profiles show our level of investment in policing and compares these against a national average and the average of similar forces. The 2021-22 profiles (*caveat - it should be noted that new profiles are expected in January 2023 and the profiles are based on data which could have changed*) show the following;
- Wiltshire are an outlier on many spending areas, the main reason for this being that the PCC has £12.390m less than forces in its MSG (Most Similar Group) to spend on policing. This results in most area spends being less than MSG.
  - There are 2 areas where spend is above MSG that is Roads Policing and Intelligence spend.
  - Compared to the MSG the workforce profile shows the following concern;
    - 276 less Police Officers
    - 42 more PCSOs
    - 102 more Police Staff
    - Overall 132 less workforce due to our low funding
  - Wiltshire's total Business Support spend is £2.106m lower than MSG, however it is the largest spender on Press/Media and Professional Standards in its MSG.
  - 9% of our Police Staff leave voluntarily which is the 3<sup>rd</sup> highest in the country
  - Wiltshire has the 10<sup>th</sup> highest long term sickness rate
8. This information will be used later in the document when considering what changes and savings are necessary.
9. Appendix Bi shows the cost increases and cost reductions expected to be faced by the CC over the next 4 years. These financial plans are based on pay inflation of 3% in 2023-24 eventually reducing to 2% in future years. This is in line with Home Office guidance suggesting that 2% is the inflation target in future years. It should be noted that with central government funding expected to increase by 1.5% in 2024-25 a pay

award of 3% will require savings to be made or, again, a larger portion of funding coming from the precept.

10. Within the unavoidable costs is the impact of the circa 5% pay award on Police Officers and Police Staff.
11. The budget requirement should be driven by risk and unavoidable costs. This has led to the following investments.
12. The introduction of Targeted Variable Payments (TVPs) and the increase in the CCC are required to attract officers and staff to undertake critical roles. TVPs have been mainly focused on Detectives ensuring they are rewarded in having the right skills levels and for undertaking complex and often difficult work. The VAWG Local Crime Investigators are the full funding of the teams agreed last year to focus on the important area of Violence against Women and Girls.
13. The ORA identified 2 critical areas which needed investment;
  - Bail Management – a risk was identified in the way custody dealt with the bailing of individuals and management of Voluntary Attendance. With changes to the Bail Act demand is increasing. It was considered that there was a risk to detainees and the general public in not managing this effectively hence it was agreed to increase staffing at a cost of £0.200m.
  - MASH investment – a risk was identified in the time available for MASH decision makers to review PPNs (Public Protection Notices) due to an increase in demand (volume of PPNs). The increase in staff at a cost of £0.284m will allow them 30 mins per PPN which is in line with other good performing forces and should reduce the risk of inaccurate gradings and as such leaving individuals at risk.
14. The largest investment is on Regional Collaborations (£0.700m). Whilst the final detail and agreements are yet to be confirmed there has been a significant need for investment in Forensics and the ROCU (Regional Organised Crime Unit).
15. The Forensics increase is £0.298m. £0.096m of this is to fund Wiltshire's part of a £0.703 investment in ICT to help efficiencies and ensure the stability of the ICT service. £0.053m is our contribution to 13 new officers who are focusing on submissions and ensuring the ISO Quality Standards are met. The remaining £0.149m is the cost of increased demand and more submissions to external providers alongside software and training increases.
16. The ROCU increase is £0.346m. This increase is due to the full year effect of officers being provided by the Uplift process. It also includes 50% of cost for a further 31 officers focused on Serious and Organised Crime. This will result in further, above inflation costs, in 2024-25 hence the allocation of £0.300m in that year.

## **The Workforce Assessment**

17. Led by the Director of People and Change this is the first year a Workforce Assessment has been completed. Its purpose is to ensure we get the most productivity from our investment.

18. The areas reviewed in the assessment include;

- Workforce data - age, religion, ethnicity, gender.
- Workforce distribution – workforce mix and use of workforce
- Recruitment and Retention – leavers, cost of leavers, retention
- Skills – leadership training, detective resilience
- Sickness – levels and reasons

19. The document has also used information from the Value For Money profiles. The areas to be focused on following the assessment include;

- a) To focus on the workforce mix and where possible move back to more general Police Officers improving flexibility and experience whilst also looking at efficiency of recruitment and training.
- b) To review the Intelligence Department to consider whether an alignment of resources is required or to identify that it performs above standard and that the CC considers this level of investment to be appropriate
- c) To note that Roads Policing income levels are below standard and increase focus on delivering the business case made with the recent investment in Community Speed Watch.
- d) To note the current Police Staff Vacancy level and consider increasing it noting that at times in 2022-23 this has been at 10%.
- e) To improve focus on exit interviews to understand better why people leave in order to improve retention.
- f) To consider the introduction of performance pay for Police Staff, finders fees and development of job families as options to assist retention
- g) To improve focus on sickness, to look at options for management review and actions to increase productivity,

20. With this being the first year of the assessment it is believed that it can be further developed and become an important tool in assisting in the efficiency of the force.

## Savings Plans

21. As identified throughout this paper and the PCCs MTFs due to inflationary increases it is not possible to hold each area to delivering its own savings this year. The table below summaries the savings required;

	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>
OPCC	£0.139m	£0.025m	-£0.013m	-
Shared Services	£1.696m	£0.601m	£0.345m	£0.434m
CC	£1.274m	£1.275m	£1.003m	£0.508m
<b>Total</b>	<b>£3.109m</b>	<b>£1.901m</b>	<b>£1.335m</b>	<b>£0.942m</b>



22. Whilst in previous years we have focused on the oncoming year noting HMICFRS expectations this year we are identifying solutions and impacts across all years.
23. The table below identifies solutions to closing the gap. A number have been referred to previously i.e. Intelligence Expenditure above MSG, workforce mix, etc..

	2023-24	2024-25	2025-26	2026-27
ICT/Clothing Uplift Reduction	£0.240m			
Estates - Energy and Disposals	£0.100m	£0.050m	£0.050m	£0.050m
Procurement	£0.050m	£0.050m	£0.050m	£0.050m
Telematics	£0.050m	£0.075m		
CSW Income	£0.200m	£0.200m		
Police Services Income Incr.		£0.100m		
Legal 3rd party cost reduction	£0.050m	£0.050m		
LCI - 20 conv. to officers pa	£0.240m	£0.240m		
PCSO - 20 conv. to officers pa	£0.100m	£0.100m		
Pronto Productivity CCC (5 FTE)		£0.220m		
PCSO unsocial hrs budget adj	£0.046m			
Ill Health reduction	£0.172m			
Support Staff Pension Reval.	£0.404m			
Spinal Point Review (Officers)	£0.525m			
1% inc to Police Staff Vac Factor	£0.439m			
Intel reduction to MSG average	£0.219m			
Sup and Services Budget Red.	£0.033m	£0.016m	£0.035m	£0.042m
Strategic Support Officer Red.	£0.240m			
Staff Reduction required		£0.800m	£1.200m	£0.800m
<b>Total Savings</b>	<b>£3.108m</b>	<b>£1.901m</b>	<b>£1.335m</b>	<b>£0.942m</b>

24. The 2023-24 Savings plan has been reviewed by both OPCC and Force Senior Management and in principle received agreement. Further conversations will now take place surrounding delivering the longer term savings.
25. It should be noted that to deliver the 'Staff Reduction' savings will mean reducing headcount by 20 in both 2024-25 and 2026-27 and 30 in 2025-26. Whilst this activity is not required immediately the Chief Constable and PCC need to start to consider which areas establishment can be reduced or whether there is a need for reverse modernisation.
26. Appendix Bii shows the impact on staff and shows that if this was implemented the workforce mix would change meaning that Wiltshire Police were less of an outlier (as identified in the VFM profiles). This is highlighted by the table below;

Profile of Staff	2022-23	2023-24	2024-25	2025-26	2026-27
% Officers	49.3%	50.4%	52.7%	53.6%	54.1%
% Staff	45.6%	45.4%	43.8%	42.9%	42.4%
% PCSOs	5.2%	4.3%	3.5%	3.5%	3.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

27. During the period of the MTFs it is expected that efficiencies will be made surrounding air support. Currently £0.577m is contributed towards the National Policing Aviation Service (NPAS). It is expected that better effectiveness and lower costs will eventually

be delivered by the use of drones. As no certainty exists on when this will be deliverable it is currently not featured in the savings plan.

## **Conclusion**

28. This paper identifies a plan to fund the inflationary pressures and improve capacity in areas with significant risk. With a £15 council tax increase savings of £3.108m for the group are required, a plan to deliver this is in place which I believe I can deliver.
29. Considering the risks, as Chief Constable, I am advising the PCC that any return available from the Council Tax be maximised to assist in the maintaining of local policing in Wiltshire in the future. This advice is in the knowledge that we are the 3<sup>rd</sup> lowest funded force in the country. Increasing the base funding each year is essential when considering future delivery plans.

## Summary of Assumptions

- i. There will be no change in legacy Council Tax Grant (cash flat) over the period of the MTFS
- ii. General Central Grant funding increases are 1.5% in 2024-25 and 1% in future years.
- iii. Council Tax increases will be £10 from 2024-25
- iv. A small Council Tax Surplus will occur with risk cover from reserves in 2024-25.
- v. The Council Tax Base will increase by 1.5% in 2024-25 and 1.4% in 2025-26 and 2026-27 in line with national assumptions
- vi. General inflation will be 3% p.a. in 2024-25 then 2% from 2025-26
- vii. 3% pay inflation is allowed in 2024-25 then 2% each year from September 2022.
- viii. Investment income will be consistent at £0.500m p.a. over the period of the MTFS
- ix. A General Reserve level of 2.5% of budget and an Operational Reserve of 1% will remain appropriate across the period of the MTFS.

## Chief Constables Financial Plan

Scenario A- Grant 1.8% 2023/24, 1.5% 2024/25, then 1% and £15 Precept 2023/24 Only

	2023/24	2024/25	2025/26	2026/27
	£ millions	£ millions	£ millions	£ millions
Expenditure BFWD	100.144	104.449	107.238	109.796
Reserve Funding from Previous Year				
	100.144	104.449	107.238	109.796
<u>Unavoidable Cost Increases</u>				
Inflation	1.808	3.192	2.240	2.296
Fixing of Specific Grants	0.064	0.064	0.064	0.064
Spinepoint Increases	0.590	0.640	1.085	0.640
Increase in Bank Holidays	0.000	0.000	0.092	0.183
Microsoft Costs	0.105	0.000	0.000	0.000
Police Officer pay inc to 5%	1.493	0.000	0.000	0.000
Police Staff Pay - Additional 2% allowance	0.702	0.000	0.000	0.000
Police Staff Pay -Initial settlement	0.447	0.000	0.000	0.000
Unidentified Policing Pressures	0.195	0.195	0.200	0.200
<u>Growth Requirements</u>				
Targeted Variable Payments (TVP)	0.200	0.010	0.000	0.000
CCC Starting Grade now W5	0.065	0.000	0.000	0.000
VAWG LCI (3 with 9 in future years)	0.318	0.000	0.000	0.000
VCT Supervision (5 PC's to SGT)	0.110	0.000	0.000	0.000
6 DO's - Niche Bail Mandated Increases	0.200	0.000	0.000	0.000
Increase Tutor Payments from £25 to £50	0.070	0.000	0.000	0.000
MASH Investment	0.284	0.000	0.000	0.000
Regional Collaborations	0.700	0.300	0.000	0.000
Salisbury Additional Officers	0.000	0.380	0.380	0.000
<u>Cost Reductions</u>				
Uplift Grant	-1.153	0.000	0.000	0.000
Reduction in Bank Holidays	-0.092	-0.183	0.000	0.000
In Year Spinal Impact of New Recruits	-0.500	-0.500	-0.500	-0.500
Reduction in Rent Allowance	-0.028	-0.033	0.000	0.000
<b>Total increases in Expenditure</b>	<b>5.578</b>	<b>4.065</b>	<b>3.561</b>	<b>2.883</b>
Contributions to or from reserves				
<b>Savings Required/Growth Available</b>	<b>-1.274</b>	<b>-1.275</b>	<b>-1.003</b>	<b>-0.508</b>
<b>New Requirement</b>	<b>104.449</b>	<b>107.238</b>	<b>109.796</b>	<b>112.171</b>
<u>Inflation Assumptions</u>				
Employees - Officers	1.75%	3.00%	2.00%	2.00%
Utilities	100.00%	5.00%	5.00%	5.00%
Fuel	5.00%	5.00%	5.00%	5.00%
ICT	5.00%	5.00%	5.00%	5.00%
Other	3.00%	3.00%	2.00%	2.00%
Interest	3.00%	3.00%	2.00%	2.00%
Income	3.00%	3.00%	2.00%	2.00%

## Savings Plan Impact on staffing (FTE)

### Officer Impact

	2023/24	2024/25	2025/26	2026/27
Numbers Brought forward	1,165	1,197	1,247	1,257
SB Officers to National Collaboration	-4			
Funding of 16 Ch Insp posts	-2			
L&D Review	1			
MASH decision makers	2			
Salisbury Officers		10	10	
LCI - 20 converted to officers p.a.	20	20		
PCSO - 20 converted to officers p.a.	20	20		
Strategic Support Officer Reduction	-5			
<b>Total carried forward</b>	<b>1,197</b>	<b>1,247</b>	<b>1,257</b>	<b>1,257</b>

### Police Staff Impact

	2023/24	2024/25	2025/26	2026/27
Numbers Brought forward	1,078	1,078	1,035	1,005
In Year net changes	-2			
Funding of 16 Ch Insp posts	-3			
Cyber Security	2			
L&D Review	2			
VCT LCIs	9			
VA - Custody	7			
MASH decision makers	4			
Intake infrastructure	3	2		
LCI - 20 converted to officers p.a.	-20	-20		
Pronto Productivity CCC (5 FTE)		-5		
Intel Spend reduction to MSG average	-4			
Strategic Support Officer Reduction	2			
Staff reduction required		-20	-30	-20
<b>Total carried forward</b>	<b>1,078</b>	<b>1,035</b>	<b>1,005</b>	<b>985</b>

### PCSO Impact

	2023/24	2024/25	2025/26	2026/27
Numbers Brought forward	122	102	82	82
PCSO - 20 converted to officers p.a.	-20	-20		
<b>Total carried forward</b>	<b>102</b>	<b>82</b>	<b>82</b>	<b>82</b>

Profile of Staffing	2022/23	2023/24	2024/25	2025/26	2026/27
Officers	1,165	1,197	1,247	1,257	1,257
Staff	1,078	1,078	1,035	1,005	985
PCSO	122	102	82	82	82
<b>Total</b>	<b>2,365</b>	<b>2,377</b>	<b>2,364</b>	<b>2,344</b>	<b>2,324</b>
Change		12	-13	-20	-20

Profile of Staffing	2022/23	2023/24	2024/25	2025/26	2026/27
% Officers	49.3%	50.4%	52.7%	53.6%	54.1%
% Staff	45.6%	45.4%	43.8%	42.9%	42.4%
% PCSO	5.2%	4.3%	3.5%	3.5%	3.5%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

## Wiltshire Police and Crime Commissioner

## Capital Expenditure Plan

Financial Year >>>>>>	<i>bfwd</i> <i>£million</i>	<i>22/23</i> <i>£million</i>	<i>23/24</i> <i>£million</i>	<i>24/25</i> <i>£million</i>	<i>25/26</i> <i>£million</i>	<i>26/27</i> <i>£million</i>	<i>Cum</i>
<b>Capital Financing Plan</b>							
ESN Grant	0.493	0.493					0.493
Capital Development Reserve Used		1.045	0.487	2.285	0.000	-0.574	3.243
Capital Receipts Used		1.015	7.248	1.356	0.632	0.000	10.251
Borrowing	0.576	0.576	4.669	11.503	16.057	14.219	47.024
Additional Revenue Contribution		2.000					2.000
Revenue Cont. to Capital (as per MTFS)		2.766	2.821	3.306	3.614	3.994	16.501
<b>Financing Plan</b>		<b>7.895</b>	<b>15.225</b>	<b>18.450</b>	<b>20.303</b>	<b>17.639</b>	<b>79.512</b>
<b>Capital Funding Balances</b>							
Cap Development Reserve BFWD	3.817	3.817	2.772	2.285	0.000	0.000	
Cont to Capital Development Reserve						0.574	0.574
Cap Development Reserve Used		-1.045	-0.487	-2.285	0.000		-3.817
Cap Development Reserve CFWD	3.817	2.772	2.285	0.000	0.000	0.574	
Cap Receipts BFWD	0.000	0.000	0.000	0.000	0.000	0.000	
Cap Receipts Received		1.015	7.248	1.356	0.632	0.000	
Cap Receipts Used		-1.015	-7.248	-1.356	-0.632	0.000	-10.251
Cap Receipts CFWD	0.000	0.000	0.000	0.000	0.000	0.000	
<b>Capital Expenditure (on a cashflow basis)</b>							
<b>Part A - Significant Estates Projects (Borrowing)</b>							
Devizes HQ Phase 1 Ops and L&D *		0.200	0.800	8.600	8.700	7.500	25.800
Tidworth Hub	0.121	1.953	0.200				2.274
Southern Hub and Touchdowns *		0.000	4.327	2.903	7.357	3.484	18.071
<b>Total Significant Estates Projects</b>	<b>0.121</b>	<b>2.153</b>	<b>5.327</b>	<b>11.503</b>	<b>16.057</b>	<b>10.984</b>	<b>46.145</b>
<b>Part B - Estates Refurbishment Projects</b>							
CCC M&E Works *			0.250	0.250			0.500
CCTV HQ *			0.050	0.110	0.050		0.210
Environmental Projects (Boiler etc.) *		0.020	0.345	0.700	0.200		1.265
Fire Safety Bill Related works *		0.045	0.790	0.785	0.320		1.940
Boundary Maintenance Works *		0.010	0.210	0.120			0.340
Trowbridge Roof Maintenance	0.253						0.253
HQ L&D OST Impr. Plan	1.200	-0.500	0.500				1.200
SPR Estates Impr. Plan (in reserves)	0.000						0.000
Melksham Custody and Office Refurb	0.045	0.200	3.051				3.296
<b>Total Estates Refurbishment Projects</b>	<b>1.498</b>	<b>-0.225</b>	<b>5.196</b>	<b>1.965</b>	<b>0.570</b>	<b>0.000</b>	<b>9.004</b>
<b>Part C - Equipment and Fleet Repl. Prog.</b>							
Vehicle Fleet	0.518	1.159	1.329	1.185	1.209	1.233	6.633
Operational Equipment (Taser etc.)	0.127	0.100	0.216	0.100	0.100	0.100	0.743
<b>Total Equipment and Fleet Prog.</b>	<b>0.645</b>	<b>1.259</b>	<b>1.545</b>	<b>1.285</b>	<b>1.309</b>	<b>1.333</b>	<b>7.376</b>
<b>Part D - Long Term ICT Projects (Borrowing)</b>							
ESMCP						3.235	3.235
<b>Total Long Term ICT Projects</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3.235</b>	<b>3.235</b>
<b>Part E - Short Term ICT Projects</b>							
Computer Laptops, Tablets	0.171	0.089	1.430	1.430	0.343	0.130	3.593
Systems Upgrades *		0.000	0.159	0.075	1.000	1.000	2.234
Storage			0.045	0.045			0.090
Avaya 999/101 upgrade	0.282	0.300					0.582
Desktops (5 yr prog)		0.046			0.240		0.286
Network Upgrades *		0.416	0.130	0.300			0.846
Telephony			0.040				0.040
ANPR Cameras Fixed		0.125	0.206	0.205			0.536
ANPR Cameras Vehicles				0.084	0.384	0.084	0.552
Smartphone Replacement Programme	0.079			0.350	0.350		0.779
Business Intel. Tools *				0.250			0.250
New DEAMS allocation *				0.500			0.500
DIR replacements			0.150				0.150
BWV refresh				0.408			0.408
Radio Refresh - handsets	0.130		0.354			0.523	1.007
Radio Refresh - vehicle sets			0.050	0.050	0.050	0.050	0.200
ESN Grant funded	-0.038	0.531					0.493
ERP	0.082						0.082
DFU Servers	0.157		0.593				0.750
Alarms	0.074						0.074
Mobile Application						0.300	0.300
<b>Total Short Term ICT Programme</b>	<b>0.937</b>	<b>1.507</b>	<b>3.157</b>	<b>3.697</b>	<b>2.367</b>	<b>2.087</b>	<b>13.752</b>
<b>Total Exp (Parts A, B, C, D and E)</b>	<b>3.201</b>	<b>4.694</b>	<b>15.225</b>	<b>18.450</b>	<b>20.303</b>	<b>17.639</b>	<b>79.512</b>
Financing Plan		-7.895	-15.225	-18.450	-20.303	-17.639	-79.512
<b>Balance</b>		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>



## **The Police and Crime Commissioners Capital Financing Strategy (December 2022 v3)**

### **Purpose**

1. This document reviews the current way that the Police and Crime Commissioner (PCC) has financed capital expenditure and then looks forward to how future capital spends can be financed.
2. The document relies on high level estimates for capital spending over the next 8 years and considers the PCC's and Chief Constables desire to provide staff with fit for purpose technology and modern estate to improve productivity.
3. CIPFA's Prudential Code sets the boundaries for capital financing. Legal duties exist and have been considered in this document.
4. The Capital Financing Strategy must consider the Medium Term Financial Strategy (MTFS). The availability of revenue finances to fund capital costs now and in the future is critical.
5. The proposals from this report will impact the Treasury Management Strategy, this will be revised in light of this document.

### **Background**

6. In recent years the reason for capital expenditure has shifted towards ICT from Estates. These are short life assets (less than 5 years predicted life) such as laptops and body worn video cameras. To ensure efficiency and effectiveness these assets need a clear life cycle replacement programme with associated financial planning.
7. The Capital Development Reserve has been used to supplement reducing general capital grant and low revenue contributions. However this reserve is reducing and cannot be relied on in the medium to long term. The removal of general capital grant in 2022-23 increases the problem.
8. Whilst a new Estates Strategy has yet to be formally agreed there has been a change in direction from the new PCC, this has impacted the capital financing strategy (different levels of expenditure and changes to the capital receipts received). The inclusion of £18m in this strategy for a Southern Hub is an example of the change.

9. Receipts from surplus estate will be used to contribute to the capital plan. However this will not cover the full costs of replacement facilities and the proposed developments to deliver the Estates strategy.
10. The PCC's long term contract surrounding the provision of Estate in Swindon is a PFI. The capital element of Private Finance Initiatives (PFI's) need to be considered within the capital strategy. In accounting terms, this constitutes a long term liability which is essentially a form of borrowing.

### **Police and Crime Plan**

11. A new Police and Crime Plan has been produced. Within this the 2 comments below surrounding 'Giving the Police the right tools for the job' will impact the Capital Financing Strategy;
  - *Design the police estate to deliver operationally. Building a new police site at Tidworth and developing new police estate in Salisbury and Devizes HQ in a new Estates Strategy.*
  - *Invest £16m, by 2025, in the digital and ICT capability of Wiltshire Police in order to enhance operational delivery, deliver a more visible policing presence in our communities and to increase police officers, staff and volunteers' ability to engage with the public*
12. In addition to the Police and Crime Plan, the Force Management Statement provides detailed analysis of anticipated demands on policing and estates requirements.

### **Future Capital Plan**

13. High level capital expenditure plans have been produced. The most significant area of spend and uncertainty surrounds Estates. In line with the Estates Strategy all facilities have been reviewed. To make the estate compliant to the strategy costs of £73.794m are forecast (Appendix A) with capital receipts of £10.791m estimated.
14. A sizable amount of the expenditure (£44.3m) is for the redevelopment of Police HQ in Devizes. This contains a number of specialist and support facilities which are approaching the end of their serviceable life. This is a long term programme split into 4 phases which prioritises organisational need and ensures service disruption is minimised. The masterplan has been developed flexibly to allow phasing to be independent yet complimentary. The PCC has agreed the overall strategy to develop the HQ site and initial planning work is occurring.
15. It is possible to deliver phase 1 (£17.8m) and not proceed with the rest of the redevelopment. Phase 1 provides a fit for purpose training facility and an operations building. This would enable Devizes Operations to move from Devizes Borough providing a possible capital receipt whilst prioritising the facilities in greatest need of improvement. This would not be live until 2025-26. Due to the delay in provision of an improved training facility the PCC and CC has requested that the current facilities be invested in. £1.2m of this cost is included within the capital plan. A further £0.5m is included in reserves to finance Audio Visual and improvement work in the training delivery rooms.



16. The PCC has also announced that the current shared facility in Salisbury is not fit for purpose. Options have been considered alongside the business requirement. This Strategy includes £18m for a large southern hub and touchdowns. This figure does not include the provision of a custody unit. Operational advice suggests this is not required and would not offer value for money. During the next 12 months further work will occur which will lead to firmer costs for planning purposes.
17. Known improvement projects on the Estate have been included in the strategy. Examples of this are £1.265m for Environmental Projects and £1.940m for the Fire Safety Bill. Detailed plans of expenditure and their benefits will be produced before these capital projects are approved.
18. The ICT capital expenditure plan is now produced as part of the Digital, Data and Technology (DDaT) strategy. ICT managers have looked ahead to forecast costs up to 2024-25, this has been utilised for the whole period of this strategy. Due to the length of the strategy and the speed in which technology changes there are many unknowns. To acknowledge this £1m has been included in every year from 2025-26 for Infrastructure. Plans will need to be submitted before projects utilising these funds are approved. The total cost over the 8 years is £25.798m (reported in Appendix B).
19. Within Appendix B is also the Vehicles and Operational Equipment plan, this is forecast at a cost of £11.5m over the 8 years.
20. A summary of the full requirement (in millions) is shown below;

	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	Total
Est Invest	3.472	8.878	11.503	16.057	10.984	11.645	6.800	0.200	69.539
Est Improv	0.075	1.645	1.965	0.570	0.000	0.000	0.000	0.000	4.255
ICT	2.444	3.157	3.697	2.367	5.322	2.022	3.689	3.120	25.798
V&E	1.904	1.545	1.285	1.309	1.333	1.358	1.383	1.409	11.526
Total	7.895	15.225	18.450	20.303	17.639	15.005	11.872	4.729	111.118
Cumul.	7.895	23.120	41.570	61.873	79.512	94.517	106.389	111.118	

## Capital Funding Strategy

21. The PCC has adopted the Prudential Code for Capital Finance in Local Authorities. The Code states that the PCC will make reasonable estimates of the total capital financing requirement at the end of each year. The objective of the Code is to *'ensure within a clear framework, that the capital expenditure plans of local authorities (including PCCs) are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation'*.
22. In considering the affordability of the capital plans the PCC is required to consider all of the resources currently available and estimated for the future, together with the totality of the capital plans and income and expenditure forecasts. This is considered in the annual Treasury Management strategy (TMS). The TMS will also include details surrounding authorised and operational borrowing limits and controls surrounding investment decisions. It will also include information on the expert advice received to ensure effective but prudent management of resources.

23. The sources of funding available to the PCC to finance capital expenditure are:

- Capital Grant  
An annual capital grant has been received from the Home Office in prior years however from 2022-23 this has been removed with PCCs expected to allocate funds for capital expenditure from general revenue grant.
- Revenue Budget  
A contribution is made each year from the revenue budget to fund capital expenditure. For 2023-24 the budget is £2.857m. In addition the PFI unitary payment is financed via revenue. The unitary payment will include an amount for interest and capital repayment. In 2022-23 a underspend is forecast, it is planned to transfer £2.000m of this to the Capital Plan to remove the need for borrowing in 2022-23.
- The Capital Development Reserve  
Reserves have been set aside to fund capital costs, the level of this reserve is shown in the PCC's Reserves Strategy.
- Capital Receipts  
Funds from the sale of assets. Achieved post Acquisition and Disposal Board review to ensure appropriate community consultation and VFM.
- Borrowing  
The PCC has the ability to borrow to fund capital expenditure, provided controls on affordability, sustainability and prudence are met. Borrowing can only be for capital purposes, and must be within the limits agreed in the Treasury Management Strategy. Borrowing will usually be applied to long term capital expenditure. In 2019-20 and 2020-21 the PCC has borrowed £1.930m, taking a 30 year loan towards financing the replacement station at Warminster. At the 31 March 2022 £0.576m of this remained unallocated this will be utilised to finance capital in 2022-23 however no new borrowing is planned in 2022-23.

24. In line with the Prudential Code we have undertaken work on preparing the Liability Benchmark. This considers the use of internal borrowing vs external borrowing to fund capital. This will be further considered in next year's Treasury Management Strategy when decisions on borrowing will need to be made.

25. The Estates strategy and increased ICT demands require a plan to be produced to finance this increased capital requirement. This plan is based on the following assumptions;

- ICT assets with a life of over 7 years will be funded by borrowing over 7 years
- Significant Investments (new sites or major redevelopments) in Estates will be funded by borrowing over 30 years, or capital receipts if the plan allows
- Specific Grants will be used for funding capital in line with the grant
- All other capital expenditure will be funded by a mixture of general grant, revenue contributions to capital and capital receipts.

26. Since 2019-20 the Capital Financing Strategy has identified a plan for the extended period and proposed an increase in both revenue contributions and the use of borrowing. This requirement continues in this strategy.

27. With every pound of borrowing a liability arises. In line with the Prudential Code and good financial practice revenue funds needs to be set aside over the life of the asset to finance the capital and interest. The plan smooths the increased revenue costs over the period with a small contingency of £0.799m for additional expenditure in later years (this is the planned balance held in the Capital Development Reserve at March 2030).

28. The table below shows how it is planned to finance the capital expenditure;

	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	Total
Current RCCO	2.766	2.821	2.877	2.935	2.994	3.054	3.115	3.177	23.799
22-23 Additional RCCO	2.000								3.000
New RCCO			0.429	0.679	1.000	1.250	1.500	1.750	6.608
Sp Grant	0.493								0.493
Borrow	0.576	4.669	11.503	16.057	14.219	10.645	6.800	0.000	64.469
Cap Rec Used	1.015	7.248	1.356	0.632	0.000	0.540	0.000	0.000	10.791
Cap Dev Reserve	1.045	0.487	2.285		-0.574	-0.484	0.457	-0.198	3.018
Total Inc	7.895	15.225	18.450	20.303	17.639	15.005	11.872	4.729	111.118
Cum Inc	7.895	23.120	41.570	61.873	79.512	94.517	106.389	111.118	
Cum Exp	7.895	23.120	41.570	61.873	79.512	94.517	106.389	111.118	
Balance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

### Revenue Implications of Capital Investment

29. To implement this plan additional revenue costs will be required over the 8 years (for both RCCO and to pay back borrowing costs). The table below shows the increase required per annum in the MTFs. The one off 2022-23 underspend transfer is excluded from this table.

	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30
Current RCCO	2.766	2.821	2.877	2.935	2.994	3.054	3.115	3.177
Additional RCCO			0.429	0.679	1.000	1.250	1.500	1.750
Cost of Borrowing	0.091	0.091	0.379	1.087	2.076	3.297	3.953	4.372
Total	2.857	2.912	3.685	4.701	6.070	7.601	8.568	9.299
Inc P.A.		0.055	0.773	1.017	1.369	1.531	0.967	0.731

30. The table above is based on borrowing advice provided by Link, our Treasury Management Experts. The interest rates used are those currently available - 4.53% for borrowing over 30 years (last year 1.98%) and 4.26% for borrowing over 7 years (last year 1.74%) . These will change as highlighted by the difference in the rates now and 12 months ago. They will only be finalised when the borrowing is taken out. The rates will influence borrowing decisions. In 2022-23 due to the instability in the markets we are not proposing to take out any further borrowing.

31. The Estates strategy and capital financing strategy are flexible. As an example, if the PCC did not wish to proceed with phases 2 to 4 of the HQ redevelopment plan (£26.5m) the cost of borrowing would drop by £1.632m per annum.

## **Risk and Risk Appetite**

32. This capital strategy is for an 8 year period. This extended length of time is necessary to understand the long term implications of current decisions. This is to enable the PCC and Chief Constable to consider the long term position, the 'going concern' concept and allow advice from the CFO to meet the prudential code.
33. Over the 8 year period there are factors, both internal and external, that will significantly affect the capital programme and the ability of the PCC to finance the programme. The main risks identified are:
- Costs and timelines for significant projects may change
  - Government spending reviews may impact finances available
  - The Estates Strategy may change reducing the premises available for sale
  - The market for excess estate may drop reducing sale values
  - The changing demand for police services may lead to more or less projects
  - Pace of technological change may require further ICT costs
  - Replacement of technology, items become obsolete quicker
  - Uncertainty relating to external borrowing costs
  - Change in PCC priorities impacting the capital plan
34. The risks above are being managed with mitigation in place. There are currently no significant risks relating to the Capital Strategy on the Corporate Risk Register. These risks are reviewed as part of the Annual Governance Statement.
35. The Prudential code helps acknowledge risk in the amount of revenue required to service capital expenditure. In 2022-23 this is 1.9% of net revenue expenditure. Assuming the total budget rises to £160m by 2029-30 5.8% of the total budget would be required to finance capital.
36. The capital receipt sale value risk is partly mitigated by only including 80% of the valuation in the plan. The receipt of the sale value has also been delayed by 6 months in the plan.
37. This approach provides flexibility and considers decision points for PCCs, linked to the election cycle. This will enable robust planning and estates risks to be managed to a sustainable plan, but recognises the long term nature of delivering this plan. It allows flexibility for future PCCs and Chief Constables as direction and requirement develop.
38. As the most significant project in the estates strategy, the Devizes HQ redevelopment significantly affects this strategy. A high level masterplan has been produced based on estates strategy parameters.

## **Recommendation**

39. The PCC is recommended to agree the high level strategy and include the increased revenue costs in the MTFS.

Clive Barker

**Chief Finance Officer to the Police and Crime Commissioner**

December 2022

**Estates Review - December 2022**

**Appendix A**

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
L&D Refurb at HQ	0.700	0.500							1.200
Devizes HQ - P1 T&Ops	0.200	0.800	8.600	8.200					17.800
Devizes HQ - P2 Admin				0.500	7.500	1.500			9.500
Devizes HQ - P3 F&S						10.000	2.800		12.800
Devizes HQ - P4/5 CP&D							4.000	0.200	4.200
Melksham Custody and Off	0.245	3.051							3.296
Trowbridge	0.253								0.253
Tidworth Campus	2.074	0.200							2.274
Southern Police Hub		4.327	2.903	6.532	3.484	0.145			17.391
Salisb Touchdown				0.475					0.475
Amesbury Touchdown				0.350					0.350
Estates Investments	3.472	8.878	11.503	16.057	10.984	11.645	6.800	0.200	69.539
Minor Works/Prog Maint									0.000
CCC M&E Work		0.250	0.250						0.500
CCTV HQ		0.050	0.110	0.050					0.210
Environmental Projects	0.020	0.345	0.700	0.200					1.265
Fire Safety Bill Related Works	0.045	0.790	0.785	0.320					1.940
Boundary Maint Works	0.010	0.210	0.120						0.340
Estates Improvements	0.075	1.645	1.965	0.570	0.000	0.000	0.000	0.000	4.255
<b>Total</b>	<b>3.547</b>	<b>10.523</b>	<b>13.468</b>	<b>16.627</b>	<b>10.984</b>	<b>11.645</b>	<b>6.800</b>	<b>0.200</b>	<b>73.794</b>

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Computer Laptops, etc.	0.260	1.430	1.430	0.343	0.130	0.260	1.430	1.430	6.713
Monitors (now revenue)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Systems Dev (now revenue)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Storage		0.045	0.045						0.090
Networks	0.416	0.130	0.300						0.846
Radio Refresh - handsets	0.130	0.354			0.523				1.007
Radio Refresh - veh		0.050	0.050	0.050	0.050	0.050	0.050	0.050	0.350
SmartPhone Replacement Prog	0.079		0.350	0.350			0.350	0.350	1.479
Business Intel Tools			0.250						0.250
BWVC			0.408			0.408			0.816
Replacement DIRs		0.150					0.150		0.300
DEAMS system			0.500						0.500
DFU servers (prev Hi Tech CU)	0.157	0.593					0.500		1.250
Alarms	0.074								0.074
Mobile Working					0.300	0.200			0.500
Avaya 999 upgrade	0.582								0.582
Telephony		0.040							0.040
Desktops 5 yr repl	0.046			0.240					0.286
ANPR Cameras - fixed	0.125	0.206	0.205				0.125	0.206	0.867
ANPR Cameras - veh			0.084	0.384	0.084	0.084	0.084	0.084	0.804
Infrastructure Req	0.000	0.159	0.075	1.000	1.000	1.000	1.000	1.000	5.234
Replacement ICT costs	1.869	3.157	3.697	2.367	2.087	2.002	3.689	3.120	21.988
ESN (Grant funded) cortex etc	0.493								0.493
ICT Grant Funded	0.493	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.493
ERP	0.082								0.082
ESMCP					3.235				3.235
Systems >£500k	0.082	0.000	0.000	0.000	3.235	0.000	0.000	0.000	3.317
<b>Total</b>	<b>2.444</b>	<b>3.157</b>	<b>3.697</b>	<b>2.367</b>	<b>5.322</b>	<b>2.002</b>	<b>3.689</b>	<b>3.120</b>	<b>25.798</b>

Vehicles and Equip Review - 2022

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Vehicles	1.677	1.329	1.185	1.209	1.233	1.258	1.283	1.309	10.483
Op Equipment	0.227	0.216	0.100	0.100	0.100	0.100	0.100	0.100	1.043
<b>Total Replacement</b>	<b>1.904</b>	<b>1.545</b>	<b>1.285</b>	<b>1.309</b>	<b>1.333</b>	<b>1.358</b>	<b>1.383</b>	<b>1.409</b>	<b>11.526</b>

## RESERVES AND PROVISIONS POLICY (updated Dec 2022)

### Purpose

1. This policy sets out how the Police and Crime Commissioner (PCC), in association with the Chief Constable (CC), will determine and review the level of usable and unusable Reserves and Provisions. This version provides further information in line with recent Home Office guidelines.
2. The PCC is required to maintain adequate financial reserves to meet the needs of the organisation. The PCC's Chief Financial Officer (here on known as the Treasurer) has a legal duty to local taxpayers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.
3. The optimisation of reserves is an important part of medium term planning. Reserves are a potential source of funding for pump priming initiatives and also can cover the consequences of risks which may materialise. The Treasurer has to take account of the strategic, operational and financial risks facing Wiltshire Police in assessing the adequacy of reserves when setting the budget.
4. Reserves may either be earmarked for particular purposes or held as a general sum as a matter of prudence to cover unforeseen expenditure. Reserves are defined by CIPFA as:

***“Amounts set aside for purposes falling outside the definition of provisions should be considered as reserves, and transfers to and from them should be distinguished from service expenditure disclosed in the Statement of Accounts. Expenditure should not be charged direct to any reserve. For each reserve established, the purpose, usage and the basis of transactions should be clearly identified. Reserves include earmarked reserves set aside for specific policy purposes and balances which represent resources set aside for purposes such as general contingencies and cash flow management.”***

5. This policy will take into account the latest guidance and regulation on the use and management of reserves and balances. CIPFA's Code of Practice on Local Authority Accounting in the United Kingdom known as 'The Code', states that, for each reserve established, the purpose, nature and basis of transactions should be identified. The policy will also take into account comments from central government surrounding improving transparency surrounding reserves.
6. CIPFA's Prudential Code requires Chief Financial Officers in PCC's to have full regard to affordability when making recommendations about the local authority's future capital programme. The requirement for three year revenue forecasts across

local authorities, coupled with three year grant settlements ensures there is a focus on the levels and application of local balances and reserves.

## Managing Reserves – Principles

7. Reserves held are either usable or unusable.
8. When reviewing their medium term financial plans and preparing their annual budgets PCC's should consider the establishment and maintenance of the General Reserve, this assists in providing;
  - ❖ a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing;
  - ❖ a contingency to cushion the impact of unexpected events or emergencies;
9. Other reserves classified as 'usable' exist for specific 'earmarked' purposes.
10. Unusable reserves may also be held. These arise out of the interaction of legislation and proper accounting practice. These 'unusable' reserves are not resource-backed and cannot be used for any other purpose.
11. Transfers to and from reserves will be made in accordance with financial regulations.
12. The Treasurer will comment on the adequacy and use of Reserves as part of the annual budget setting process.

## Types of Reserves

13. In addition to the PCC's **General Reserve** and the Chief Constable's **Operational Reserve** Wiltshire Police will hold usable reserves for the following purposes:
  - **General Contingency** - reserves required to meet other expenditure needs held in accordance with sound principals of good financial management. This will include specific reserves held for partnership purposes which may include funding provided by partners to help achieve a specific purpose.
  - **Projects and Programmes** - reserves held to fund investments in programmes in line with the Police and Crime Plan. This will include the Capital Development Reserve which is critical in the funding of the on-going capital plan. These are all required during the life of the MTFs. This will include specific reserves held for partnership purposes which may include funding provided by partners to help achieve a specific purpose.
14. Unusable reserves, which are not resource-backed and cannot be used for any other purpose, are described below:
  - **Asset Adjustment** - reserves to account for the losses or gains on assets through revaluation or timing differences



- **Pensions** - carries the future liability for post employment benefits in accordance with statutory provisions.
- **Statutory adjustments** - reserves to adjust between costs recognised in the general fund balance and statutory arrangements.

15. For each reserve there should be a clear protocol setting out the reason for/purpose of the reserve. When establishing reserves PCC's need to ensure that they are complying with the CIPFA's Code of Practice on Local Authority Accounting in the United Kingdom known as 'The Code' and in particular the need to distinguish between reserves and provisions. Annex A identifies the reason for each reserve, how the level of the reserve has been set and whether there is a contractual obligation. Annex B shows the current level of funding set aside for each reserve and the plan for use over 3 years.

### **Building Reserves**

16. The General Reserve will change each year with the transfer of year end surpluses or deficits to this reserve. This reserve will be set in line with the Treasurers view which will take into account issues such as the current and future financial climate. The Treasurers current view is that the target for this reserve should equate to 2.5% of the CC budget. It is expected that variations in year will be dealt with by a transfer to or from an investment reserve. This transfer will be recommended at year end as part of the closure of accounts process and will need to be approved by the PCC.

17. Earmarked reserves and other specific reserves will be established or removed on a 'needs basis', in line with planned or anticipated requirements set out in the Police and Crime Plan, Medium Term Financial Strategy and Financial Regulations.

18. The current financial landscape demands that significant savings need to be made in order to deliver a sustainable budget. It is prudent to have reserve levels to provide a buffer or a safeguard during uncertain times. It is also important to maintain sufficient reserves to provide additional capacity for discretionary use to smooth the introduction of savings.

### **Quantifying the Reserves Requirement**

19. The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

20. This means that the minimum prudent level of reserves is a matter of judgement rather than prescription. Neither CIPFA nor statute sets a minimum level of reserves. In determining the level and type of reserves, the PCC has to take into account relevant local circumstances and the advice of the CC and CC's Chief Financial Officer to make a reasoned judgement on the appropriate level of its reserves.

21. The Treasurer, with input from the CC's Chief Financial Officer, will adopt a risk based approach in determining the appropriate level of reserves and balances in

order to support strategic priorities over the short, medium and long term and the need to maintain financial sustainability.

22. The Local Government Act 2003 requires the Treasurer to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides as part of the annual budget setting process.

23. For the purposes of this Policy, it is the responsibility of the Treasurer, to advise the PCC on the type and level of Reserves to be held.

24. The Treasurer should consider most if not all of the factors shown in the table below when determining the level of Reserves as part of budget setting.

<b>Budget assumptions</b>	<b>Financial standing and Management</b>
The outlook for inflation and interest rates.	The overall financial standing of Wiltshire Police (level of borrowing, debt, etc.)
The availability of other funds to deal with major contingencies and the adequacy of provisions.	Wiltshire Police's track record in budget and financial management including the robustness of its medium-term plans
Estimates of the level and timing of capital receipts.	Wiltshire Police's capacity to manage in-year or temporary budget pressures.
The potential range of costs of demand-led services.	The strength of the financial information and reporting arrangements.
Planned efficiency savings/ productivity gains.	Wiltshire Police's end of year procedures in relation to budget under/overspends.
The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments.	The adequacy of Wiltshire Police's insurance arrangements to cover major unforeseen risks.

25. The proposed use of reserves and balances to deliver a sustainable budget will form part of the budget process.

### **Application of Reserves**

26. Use of the General Reserve is limited to the following purposes:

- ❖ to protect Wiltshire Police from financial risks and
- ❖ provide a working balance to help cushion the impact of uneven cash flows e.g. Precepts;
- ❖ planned non-recurrent funding to ensure a balanced budget is set, with the expectation that a plan will be produced to resolve the deficit and build the reserve up to its recommended level.

27. **Earmarked Reserves** should be available to meet or support a range of specific requirements, including:

- ❖ capital or asset purchases
- ❖ major change management initiatives
- ❖ fixed term projects and other one-off spend

- ❖ exceptional operational expenditure
- ❖ 'Spend to save' and 'pump priming' initiatives
- ❖ managing cross-financial year flexibility

## **Monitoring and reporting Reserves**

28. The forecast level and usage of reserves will be formally approved by the PCC, as part of the Financial Strategy, advised by the Chief Financial Officers and Chief Constable.
29. The proposed use of reserves and balances to deliver a sustainable budget must be included as part of the budget process to the PCC.
30. Unusable reserves are managed as part of accounting policies, specified in the Statement of Accounts which is approved by the PCC.
31. The PCC is the owner of all reserves. All reserves will sit on the PCC's Balance Sheet.

## **Provisions**

32. A provision is recognised in the accounts when a liability has been identified that is of uncertain timing or amount which is to be settled by the transfer of economic benefits.
33. Accounting arrangements for provisions are included in IAS 37 – Provisions, Contingent liabilities and Contingent assets. Further guidance is included in IPAS 19 - Provisions, Contingent liabilities and Contingent assets.
34. A provision should be created when there is a present obligation (legal or constructive) as a result of a past event. Or it is probable that a transfer of economic benefits will be required to settle an obligation and a reliable estimate can be made of the amount of the obligation. Unless these conditions are met, no provision shall be recognised.
35. Provisions may be required for some civil and motor claims. There is a need to split the claims between a provision on the balance sheet for the cost of claims received and outstanding; and funds held in the reserve to cover claims incurred but not received or quantified. Costs surrounding claims that have been reported and assessed will be carried as a financial provision whilst incidents where no claim has yet been made, would be covered by the insurance reserve. The level of the provision will be determined annually at year end with assistance from solicitors on the valuation of claims.

## Wiltshire Police Reserves

## Usable Reserves

Reserve	Justification
<b>HO Heading – General Contingency, held in accordance with sound principles of good financial management</b>	
General Reserve	Funding set aside to cover the major risks involved with running a £140m Policing business. Currently set at 2.5% of the Budget Requirement.
Chief Constables (CC) Operational Reserve	In line with the financial code of practice CC should have a contingency available for operational activities without the need for additional approvals. Set at 1.0% of the CC Budget Requirement
Insurance Reserve	Provides cover for a one-off increase in claims in the knowledge that significant excess levels exist with current insurances. Maintained at £0.400m in line with current claims history
Seized Asset Reserve (Incentivisation)	The budget requires £192,000 of income per year to finance financial investigators undertaking this work. This reserve 'smooths' out variances across years on returns reducing risk. The level of the reserve is to a maximum of 1 yrs budget
Ill Health Reserve	For each Ill Health retirement agreed a payment of approximately £75,000 - £80,000 has to be made to the Home Office. This reserve 'smooths' out variances across years noting the low level of 'standard' budget in place.
Major Incident Reserve	The Home Office will fund costs in excess of 1% of the budget leaving the first 1% requiring local funding. 2 incidents are currently being managed which are likely to need local funding.
Council Tax Support Grant	Revenue Funding has been provided to precepting authorities to smooth the implications of lower receipts due to the pandemic. This fund covers a one off drop in the surplus in future years.
Coronation Bank Holiday Reserve	This reserve will fund one off costs, mainly overtime, occurring due to the additional Bank Holiday.
Inflation Risk Reserve	2022 has seen inflation levels of circa 10%. Inflation of 5% has been built into pay budgets and 100% on energy There is a concern that budgets have not increased enough hence the reserve to cover short term risk.
<b>HO Heading – Projects and Programmes (to be used over the life of the Medium Term Financial Strategy)</b>	
Capital Development Reserve	Funding set aside to assist in the financing of capital to reduce the organisations need to borrow.
Training Facility Reserve	Funds set aside to refresh the L&D Delivery Training Rooms with new Audio Visual Equipment and an improved learning environment.
Budget Smoothing Reserve	Funds any unplanned shortfalls in savings resulting from timing issues in delivering savings.

Commissioning Reserve	Funds carried forward from previous years to be used for commissioning work in line with the Police and Crime Plan.
Estates Transformation Reserve	Work has been requested from property advisors to help maximise returns from estates changes. This pump primes the initiative.
Melksham Custody Reserve	In 2023 Melksham Custody will be closed for a refurbishment. This reserve will fund overtime and mileage costs involved with providing this custody service from Gablecross
Tactical Command Centre	With a number of large scale operations occurring in the county in future years it is important that the Command Room in the CCC is fit for purpose. This reserve will fund the changes required.
Transformation Reserve	This money is available to pump prime transformation. It can be used on specific area reviews or funding costs resulting from transformation.
SPR Project	Issues exist with the retention and disposal of evidence, this fund will pay for a 3 year project to improve the management of assets and reduce the current holding.
IOM Reserve	Partnership funding provided to specifically improve Offender Management in a collaborative setting.
Investigation Standards Reserve	HMICFRS reports identify that the Force needs to improve its Investigation Standards. This reserve will finance bringing in experienced Investigators to help develop and improve skills.
ERP Employee Lifecycle Reserve	This is a 2 year fund required to map out and improve HR processes to ensure that the workflow in the ERP system is in line with them. This will allow the ERP system to be more effective and efficient.
Sustainability Projects	This is a fund set aside to do adhoc work to reduce our carbon footprint. Uses will include PV panels on stations and other initiatives in line with the PCCs strategy.
Equipment Reserve	Funding set aside for operational equipment.
Regional Projects Reserve	In line with Government guidelines Wiltshire have worked with other Forces on collaboration projects to increase efficiency and effectiveness. This fund finances one off and time limited costs
MAPPA Reserve	This receives funds from the partners in the Multi Agency Public Protection arena and is spent in line with Board decisions.
Local Resilience Forum	This receives funds from the partners in the Local Resilience Forum and is spent in line with Board decisions.

## Wiltshire Police Reserves

## Usable Reserves

Reserve	Actual March 2022	Forecast March 2023	Forecast March 2024	Forecast March 2025
<b>HO Heading – General Contingency, held in accordance with sound principles of good financial management</b>				
General Reserve	£3.538m	£3.617m	£3.617m	£3.617m
Chief Constables Operational Reserve	£1.343m	£1.368m	£1.368m	£1.368m
Insurance Reserve	£0.400m	£0.400m	£0.400m	£0.400m
Seized Asset Reserve (Incentivisation)	£0.192m	£0.192m	£0.142m	£0.092m
Ill Health Reserve	£0.385m	£0.400m	£0.240m	£0.160m
Major Incident Reserve	£1.693m	£1.693m	£1.193m	£0.693m
Inflation Risk Reserve		£0.500m	£0.150m	
Coronation Bank Holiday Res		£0.184m		
Council Tax Support Grant	£0.295m	£0.295m		
Officer Intake Strategy	£0.280m			
<b>HO Heading – Projects and Programmes (to be used over the life of the Medium Term Financial Strategy)</b>				
Capital Development Reserve	£3.817m	£2.772m	£2.285m	
Budget Smoothing Reserve	£0.200m	£0.191m	£0.191m	£0.191m
Commissioning Reserve	£0.130m			
Cyber Security Reserve	£0.200m			
Estates Transformation Reserve	£0.100m	£0.050m		
Equipment Reserve	£0.140m			
Regional Projects Reserve	£0.082m	£0.324m		
Tactical Command Centre		£0.070m		
Melksham Custody Refurb		£0.353m		
NEP Transition Reserve	£0.112m			
Training Facility Reserve		£0.525m		
Transformation Reserve	£1.266m	£0.500m	£0.250m	£0.150m
SPR Project Reserve	£0.660m	£0.460m	£0.260m	£0.060m
Uniform Reserve	£0.059m			
CPT Engagement Reserve	£0.037m			
Investigation Standards Reserve		£0.200m		
ERP Employee Lifecycle Res.		£0.390m	£0.195m	
Sustainability Reserve	£0.300m	£0.200m	£0.100m	
Surge (post lockdown) Fund	£0.113m			
CIU ISO Project Reserve	£0.209m			
IOM Reserve	£0.018m			
MAPPA Reserve	£0.037m	£0.037m	£0.027m	£0.017m

Local Resilience Forum	£0.212m	£0.166m	£0.120m	£0.074m
Total	£15.818m	£14.888m	£10.539m	£6.822m

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Meeting	Police and Crime Panel
Date	12 January 2023
Report Title	Proposed Appointment of Chief Constable of Wiltshire Police
Author	Chief Executive and Monitoring Officer
Presented by	Philip Wilkinson OBE, Police and Crime Commissioner

## 1. Purpose of Report

- 1.1. To provide notification of the Police and Crime Commissioner's (PCC's) preferred candidate for the role of Chief Constable for Wiltshire Police, and to seek confirmation of this proposed appointment through a confirmation hearing conducted by the Police and Crime Panel, as required by the Police Reform and Social Responsibility Act 2011.

## 2. Introduction

- 2.1. Catherine Roper is the PCC's preferred candidate for the role of Chief Constable for Wiltshire Police following a rigorous and robust application and interview process.
- 2.2. The Police Reform and Social Responsibility Act 2011 (PRSRA 2011) sets out a range of information that must be supplied by the PCC to the Police and Crime Panel as part of the confirmation process, as follows (Schedule 8, 3):
  - the name of the person whom the PCC is proposing to appoint [provided in paragraph 2.1],
  - the criteria used to assess the suitability of the candidate for the appointment [section 5 shortlisting, section 7 interview process];
  - why the candidate satisfies those criteria [given in section 8]; and
  - the terms and conditions on which the candidate is to be appointed [given in Appendix A, Candidate Information Pack].
- 2.3. The Police and Crime Panel must review this information and make a report to the Commissioner on the proposed appointment.

## 3. Background

- 3.1. Following Chief Constable Kier Pritchard's announcement of his decision to retire from his role in November 2022, a full, open, recruitment process was undertaken to identify a Chief Constable for Wiltshire Police, in accordance with the requirements of the PRSRA 2011 and the College of Policing guidance for appointing chief officers.
- 3.2. The recruitment process resulted in three applications for the role being received. One was rejected as received after the closing deadline.

#### 4. Recruitment Process

- 4.1. The recruitment process for Chief Constables is set out in the Police Reform and Social Responsibility Act 2011; the Police Regulations 2003; the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012; and Home Office Circular 20/2012 (as amended).
- 4.2. The Chief Executive is responsible for ensuring the recruitment process met the legislative requirements and was developed in accordance with the College of Policing's 'Guidance for Appointing Chief Officers', 2018.
- 4.3. The vacancy was advertised on the Wiltshire OPCC website, the College of Policing website and shared with the National Police Chief Council who circulated to all eligible candidates.
- 4.4. Applicants were asked to submit a two-page CV and two-page supporting statement, focusing on evidencing two values (area 2. transparency and 4. public service) and one competency (6. Deliver, support and inspire) from the policing competencies framework.
- 4.5. Feedback received confirmed that the national chief officer cohort knew about the vacancy, and a number of conversations were had with six potentially interested parties. The post was advertised on 3 November 2022 and closed on 25 November 2022.
- 4.6. The shortlisting and interview panel was arranged. Given the significance of the Chief Constable role, a suitably skilled, experienced, senior panel was convened whom represented areas which had an impact on the delivery of policing services, as follows:
  - Philip Wilkinson OBE, Police and Crime Commissioner for Wiltshire (Appointing Officer)
  - Chief Constable Andy Marsh QPM, Chief Executive of the College of Policing (Policing Adviser)
  - Matt Parr CB, HM Inspector of Constabulary and HM Inspector of Fire & Rescue Services
  - Lucy Townsend, Corporate Director – People (also Director of Childrens' Services), Wiltshire Council
  - Nicky Alberry, experienced executive, non-executive director and chair and Deputy Lieutenant (Independent Member)
- 4.7. In addition, the panel was supported by Naji Darwish (Chief Executive and Monitoring Officer, Wiltshire OPCC) and Helen Slimmon and Stephen Smith from the College of Policing.
- 4.8. Collectively, the panel has extensive experience of recruiting at a senior executive level. It was confirmed that no panel member had any conflict that necessitated declaration. The panel conducted shortlisting and the formal interview of candidates. *Please note Lucy Townsend was unavailable for shortlisting.*
- 4.9. National guidance requires at least one member of the panel to be an independent member. A key role of the independent member is to ensure the appointment principles of merit, fairness and openness are followed and to verify the extent to which the panel were able to fulfil their purpose (for example, to challenge and test that the candidate meets the necessary requirements to perform the role).

- 4.10. Nicky Alberry agreed to act as the independent member of the panel and has written a separate report to the Police and Crime Panel confirming the fairness of the process and decision making (Appendix E).
- 4.11. A comprehensive recruitment information pack for candidates was produced by the Chief Executive, and the supporting information was reviewed and revised. This included a role profile, minimum eligibility criteria, terms and conditions of the appointment, and the assessment criteria being reviewed by the College of Policing. (Appendix A)
- 4.12. During the advertisement period, the PCC conducted a survey run alongside the advertisement to seek the views of police officers, staff and volunteers, on the potential qualities a new Chief Constable should possess, alongside areas of focus and concern. This questionnaire generated almost 800 responses – this is a response rate of around 40%. The PCC also held drop-in sessions across policing locations to discuss views of officers and staff in person. Six of these sessions were held in the recruitment period.

## **5. Shortlisting**

- 5.1. Initially the Chief Executive assessed the candidate's application to have met the minimum eligibility criteria for the role, as set out in the role profile (and included in the candidate application pack). These included: holding the rank of Assistant Chief Constable/Commander or a more senior rank in a UK Police Force; having successfully completed the Senior Police National Assessment Centre and the Strategic Command Course; having Authorising Officer Training; and having wide ranging law enforcement experience.
- 5.2. Panel members were provided with a written briefing prior to shortlisting and received a verbal briefing on principles of fairness, openness and confidentiality during the process, as well as assessment criteria.
- 5.3. The PCC requested applicants to specifically evidence two values (area 2. transparency and 4. public service) and one competency (6. Deliver, support and inspire). The candidate was scored, by the panel, against the National Policing Competencies and values framework, as well as College scoring criteria.
- 5.4. The college scoring criteria is set against the 1-5 marking system below:
  - 5 – Exceptional: The candidate provides substantial evidence, directly relating to the competency and clearly explains their role and how they meet the criteria
  - 4 – Very high: The candidate provides evidence, directly relating to the competency and explain their role and how they meet the criteria
  - 3 – High: The candidate has provided evidence that mostly relates to the competency. In the main they explain their role and how they meet the criteria
  - 2 – Medium: The candidate has provided acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and how they meet the criteria, but this may not be clear
  - 1 – Low: The candidate provides little or no evidence that relates to the competency being assessed. The evidence does not clearly explain their role or how they meet the criteria.

- 5.5. Two candidates scored highly at the shortlisting phase, and it was the consensus of the panel that they be invited for interview. The panel identified a number of areas for further questioning at the interview.
- 5.6. Short listed candidates were asked to complete a College of Policing psychometric test and attend two assessments of stakeholder Q&A sessions and an interview panel. These were held on the 13 and 14 December respectively.

## **6. Stakeholder Q&S Sessions**

- 6.1. Two stakeholder panels were convened to provide internal and external stakeholder and input into the appointment process. These took the form of stakeholder Q&A sessions where members had the opportunity to ask questions of candidates, policing views and leadership approach.
- 6.2. The internal stakeholders consisted of representatives from the following:
- Police Federation
  - Superintendent Association
  - UNISON
  - Connect – Womens network
  - Wiltshire Disability Police Association
  - Wiltshire Ethnic Police Association
  - Christian Police Association
  - LGBTQ+ network
  - OPCC staff
- 6.3. External stakeholders sessions included the following:
- Dorset & Wiltshire Fire and Rescue Service
  - Swindon Borough Council
  - National Probation Service
  - Wiltshire Council
  - Ministry of Defence
  - Youth Commissioners
- 6.4. The Chief Executive of the OPCC and College representative provided written and verbal briefings to stakeholders prior to the sessions with participants asked to submit questions. These were reviewed to ensure a range of topics were discussed and allocated to stakeholders.
- 6.5. The questions asked by both stakeholder groups were developed by seeking questions in advance from those participating and by using results from a whole staff survey undertaken by the PCC. These questions were reviewed by the College for fairness allocated to stakeholders to ask. All candidates were asked the same questions across both stakeholder sessions, with the opportunity for bespoke follow up from stakeholders' original questions.
- 6.6. A representative from the College of Policing, Mr Stephen Smith was present at each of the stakeholder panels and the main interview panel as an observer.

## **7. Interview process**

- 7.1. The Chief Executive of the OPCC and College representative provided the main panel with verbal briefings on the stakeholder sessions and psychometric testing. Feedback from both was incorporated into the questions and probing of respective candidates.

Panel members were also briefed and discussed assessment criteria to gain a shared understanding

7.2. Candidates were asked to provide a 15 minute presentation and up to 15 minute follow up questions followed by a traditional structured interview. Each candidate also had bespoke follow ups. The presentation and all answers provided were used to evidence and score against the five police competencies below:

- We are innovative and open minded
- We are emotionally aware
- We take ownership
- We deliver, support and inspire
- We are collaborative

7.3. For interview candidates were scored against all the National Police Competencies. Using the scoring criteria outlined in paragraph 5.4.

7.4. Throughout the interview process each panel member questioned the candidates. Each member took extensive notes, and at the end of the process these were used to assist determining the performance and suitability of the candidate.

7.5. This detailed and rigorous process resulted in a unanimous decision to recommend that Catherine Roper be appointed.

## **8. The Preferred Candidate**

8.1. The preferred candidate must:

- Meets the criteria for appointment to the rank of Chief Constable as set out in law;
- Have undertaken an open, transparent and rigorous recruitment process which included independent, internal and external scrutiny and met the principles of fairness, openness and merit;
- Have a considerable and long-standing career in policing and has a proven operational and strategic background at a senior level both nationally and internationally;
- Have demonstrated throughout the application and assessment process his unquestionable ability to not only lead Wiltshire Police, but to deliver improvements to the policing service in Wiltshire and Swindon
- Be able to demonstrate that they have met the values and competencies at senior manager/executive level as set out in the College of Policing Competency and Values Framework (Appendix D), namely: Values: Impartiality; Integrity; Public Service; Transparency; Competencies of: Emotionally aware; Take ownership; Collaborative; Deliver, support and inspire; Analyse critically; Innovative and Open-minded.

8.2. In summary Catherine Roper performed to an excellent standard throughout the application and assessment process, which rigorously challenged and tested the candidates against the necessary requirements for the role and is the PCC's preferred candidate to be Chief Constable of Wiltshire Police.

8.3. It was the unanimous view of the panel that she held the skills, abilities and qualities required to lead Wiltshire Police.

## **9. Preferred Candidate Biography**

- 9.1. Having graduated Cardiff University with an LLB in Law and Politics, Commander Catherine Roper joined the MPS in 2000, initially working in frontline policing in South London, during which she was successful in The Accelerated Promotion Scheme for Graduates. Qualifying as a Detective, Catherine worked in Specialist Crime combatting human trafficking and identity fraud, before working in frontline policing again upon promotion as a Sergeant and Custody officer. As a Detective Inspector, Catherine worked in Specialist Intelligence, and then the Surveillance Command where she was responsible for 10 surveillance teams, some armed.
- 9.2. She then became Detective Chief Inspector at Islington Borough, where she focussed on high volume criminality and intelligence development, before getting promoted to Detective Superintendent in the Specialist Protection command, responsible for the armed protection of Politicians and High Profile VIPs. Catherine joined Royalty Protection, and as well as responsibility for the armed protection of the Royal Family, she deployed overseas to one of the largest high risk armed overseas deployments, taking a Former Prime Minister into Gaza, where she ran the control room on the Israeli/Gaza border. Upon her promotion to Detective Chief Superintendent, Catherine returned to Islington as their first female Borough Commander, and led one of the two pilot borough mergers, combining Camden and Islington Operational Command Units to 'CN'. Upon promotion to Commander, Catherine initially was responsible for Professional Standards, then Crime Prevention, Inclusion and Engagement, which included the Chief Officer lead for the MPS Volunteer Police Cadets and Special Constabulary.
- 9.3. In 2022 Catherine became the Commander responsible for Central Specialist Crime, which includes tackling the most serious organised criminality including economic and cyber crime; modern slavery and organised immigration crime; online child sexual exploitation, kidnaps and the Flying Squad, in addition to a range of high profile, complex and sensitive investigations. In addition to her MPS responsibilities, Catherine holds the National Child and Young Person (CYP) portfolio, and is a Post Incident Manager for firearms incidents, as well as being a Strategic Firearms Commander. During her career, Catherine has successfully completed two Masters qualifications: MA in International Studies and Diplomacy from SOAS, and an MPA in Policing Studies.
- 9.4. Catherine is a Member of the Forward Institute; a Fellow of the Westminster Abbey Institute, and a Graduate of the US International Visitor Leadership Programme, spending 3 weeks in the US to compare their operational and firearms risk management processes with the UK. In her spare time, Catherine is an Assistant District Commissioner for the Girl Guides, having launched the national Girl Guide Police Challenge Badge in 2019.

## **10. RECOMMENDATION**

- 10.1. That the Police and Crime Panel support Catherine Roper as the confirmed candidate to the role of Chief Constable for Wiltshire Police.

## **11. LIST OF APPENDICES**

- A. Candidate Information Pack (incorporating terms and conditions of appointment)
- B. Advert
- C. Recruitment timeline

D. College of Policing Competency Framework

E. Independent Member report: Nicky Alberry

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# Chief Constable

## Candidate Information Pack



Making Wiltshire a safer place to live, work and visit. Page 73

Wiltshire and Swindon

**pcc**

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“A police service that meets the needs of its **communities**”

# Foreword from Philip Wilkinson OBE, Police and Crime Commissioner

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My mission since I took office has been to work in partnership with Wiltshire Police to make our county a safer place to live, work and visit. To achieve this, we need a quality policing service which meets the needs of our communities and is trusted by our residents.

As Police and Crime Commissioner, I want to work alongside a police force in which police officers, police staff and police volunteers are delivering a trusted, efficient, policing service that has secured our residents' confidence and, can, therefore, feel proud of themselves.

To support me in achieving this mission, I am inviting applications from all eligible candidates - Assistant Chief Constables, Deputy Chief Constables and Chief Constables - to be considered for the role of Chief Constable.

I am looking for an inspirational leader to lead Wiltshire Police into the future. The right candidate will have a proven track record of delivering high-performing services, of leading organisation change and fighting crime, but also of working in close collaboration with local authorities and partner agencies to deliver effective community safety partnerships and delivering a policing service that our residents want - and deserve. You will be a dedicated, ethical, operationally-experienced and focused leader who can quickly earn the confidence and respect of all of officers and staff - from the executive level to the frontline.

You will place great emphasis on getting the basics right: ensuring our force delivers quality police investigations, improves outcomes and justice for victims, as well as tackling those crimes that matter the most to our communities.

Wiltshire is a relatively large police area, and is surrounded by six neighbouring counties, yet is one of the smallest and the fourth lowest-funded forces in the UK. While having a low-crime reputation, Wiltshire is not a sleepy county with nothing going on. Around 43,000 crimes were recorded per annum, pre-Covid. Wiltshire experiences the same challenges of crime, exploitation, county lines and public confidence issues as the rest of the UK.

Our force, which is the oldest in the country after the Metropolitan Police, covers both urban and rural areas- with market towns and historic monuments such as Stonehenge in its midst. It also has the expanse of the military training area of Salisbury Plain, at its heart, which creates significant communication and logistical challenges.

As the next Chief Constable, you will be responsible for delivering against those unique challenges presented by our geography.

I have been very clear that Wiltshire Police should be free to concentrate on policing – and policing well. My role, and that of my office is to scrutinise, challenge and, once we have agreed the strategic way forward, give the Chief Constable and Force our 100% support. My Police and Crime Plan, Making Wiltshire Safer: Wiltshire and Swindon's Police and Crime Plan 2021-25, is crystal clear in setting the priorities that our communities want their force to focus on.

Myself, and my office, enjoy an effective, open, and robust working relationship with the current Chief Constable and his executive team. Key to our strong relationship is a shared vision and goal: one crime is one too many, and one victim is one too many. Together we want to make Wiltshire safer.

I expect the next Chief Constable to be pivotal in leading their officers, staff and volunteers, to deliver exceptional policing which directly impacts on public trust and confidence. Wiltshire's policing service – under your leadership – will exude professionalism and encourage personal pride in delivering the most effective, efficient, policing service for the public.

Like all police forces across the country, Wiltshire must respond to the challenges of policing in the 21st century - a constantly changing crime picture alongside a tough economic climate. My office and your police force have to continue to deliver a policing and commissioning service to be proud of, while balancing our ambitions and aspirations against the finances and resources available to us.

Wiltshire is one of the lowest-funded forces in the UK and I have been clear in my lobbying of the Prime Minister and successive Home Secretaries that I will continue to fight hard for rural forces to be funded to the same level as their urban counterparts.

Through continued strong leadership, collaborative working with partner agencies and increased engagement with the public, I expect you to relish the opportunity to continue to deliver a policing service which meets the need of its communities.

Please be aware of the key dates set out on the following page, and ensure that, should you be shortlisted, you are available for the dates indicated. Further guidance, and a detailed timetable, is contained later in this candidate recruitment pack.

If you wish to discuss the role, the work of my office or arrange a visit to the police force area, please contact Mr Naji Darwish, Wiltshire OPCC Chief Executive, in the first instance, by phone on **01225 256926** or email **pccrecruitment@wiltshire.police.uk**

I look forward to receiving your application.

Philip Wilkinson  
**Wiltshire and Swindon Police  
and Crime Commissioner**



# Recruitment Timetable / How to Apply

Stage	Date
Chief Constable recruitment opens	3 November 2022
Closing date for applications	25 November 2022 – 12pm
Shortlisting	29 November 2022
Stakeholder panels and interview	13 & 14 December 2022
Police and Crime Panel confirmation	12 January 2023

All eligible candidates - Assistant Chief Constables, Deputy Chief Constables and Chief Constables - are asked to submit a CV (maximum of two A4 pages), and a supporting statement (maximum of two A4 pages) setting out how your knowledge, skills and behaviours demonstrate the values of Integrity and Public Service and the competency of Deliver, Support and Inspire at Level Three from the Competency and Values Framework.

Please email applications to [pccrecruitment@wiltshire.police.uk](mailto:pccrecruitment@wiltshire.police.uk) by closing date of **25 November 2022, 12pm.**

The appointment will be offered for a fixed term of five years. The salary set by the Home Office is £151,815 per annum. The PCC has the discretion to vary the salary by up to 10% on appointment (£166,996), this will actively be considered for the right candidate. Detailed terms and conditions can be found later in this document.

Appointment is subject to vetting, medical clearances, provisions of the relevant Police Acts, Regulations and Determinations and a Confirmation Hearing by the Wiltshire Police & Crime Panel.

If you wish to discuss the role or arrange a visit to the police force area, please contact Mr Naji Darwish, Wiltshire OPCC Chief Executive by phone on **01225 256926** or email [pccrecruitment@wiltshire.police.uk](mailto:pccrecruitment@wiltshire.police.uk)

# Living and working in Wiltshire and Swindon

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## A fantastic mixture of city and countryside

Living in Wiltshire and Swindon provides an ideally balanced lifestyle of urban life and rural living. It is a large rural county, filled with picture perfect villages, traditional market towns and urban facilities. There are three areas of outstanding natural beauty, covering almost half the county and known for their ancient woodland, rolling hills and chalk grassland. As well as Swindon, the vibrant cities of Bath and Bristol are within easy reach and London is under 60 minutes away by train.



## A vibrant cultural scene

Wiltshire and Swindon are home to a strong cultural community, with theatres, studios, galleries. The Salisbury International Arts festival, Swindon Festival of Literature and Devizes Food and Drink Festivals are but a few held throughout the year. Wiltshire Music Centre in Bradford on Avon, Salisbury Playhouse, and Swindon's Wyvern Theatre is nearby. The city of Bath is easily accessed for evening out and known for its a wide range of cultural and sporting events.

## Shopping, food and drink

Salisbury and many historic Wiltshire towns are home to a wealth of independent retailers and specialist shops. For shopping in a stylish setting, Marlborough and Bradford on Avon are popular choices, while there are numerous small family-run shops in Devizes. There are a number of shopping centres in the larger towns such as the Cross Keys shopping Centre in Salisbury and the Brunel Centre and McArthurGlen Designer Outlet in Swindon.

Wiltshire boasts a variety of international cuisine, from high class dining, cosy rural pubs, artisan cafes and farm shops selling excellent local produce.

## Steeped in history

Wiltshire includes Stonehenge – one of the wonders of the world and the best-known prehistoric monument in Europe. Some of the country's finest historic homes are also built here, including Longleat, Wilton, Stourhead and Kingston Lacey. Salisbury Cathedral has Britain's tallest spire and there are beautiful old buildings and churches in the many villages scattered across the county.

## The perfect place for families

Wiltshire is a brilliant place for families. Spend your weekends visiting a farm, taking a trip to Longleat Safari Park or being creative in a local art studio. There are rivers for wild swimming, paddle boarding or canoeing, peaceful bridleways for hacking, beautiful hill walks for dog walkers and ramblers and an excellent network of cycle paths. Fun on water at the Cotswold national park or explore the Jurassic coast which is within easy reach for a day trip or weekend getaway.

There are good local Primary and Secondary schools and a vast choice of after-school and weekend clubs and activities on offer.



# Our policing area

Surrounded by the counties of **Berkshire, Dorset, Gloucestershire, Hampshire, Oxfordshire, and Somerset**

Covers an area of almost **3,500 sq km**



## Salisbury Plain

is the principal home and training ground for the armed forces



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Population of **726,951\***

Swindon = 222,881\* Wiltshire = 504,070\*  
(\*ONS 2020 estimates)



## 2,298 employees

1,165 police officers,  
122 PCSOs, 1,070 staff



## Historic monuments

such as Stonehenge, Avebury and the city of Salisbury

## Has rural and market towns

Calne, Chippenham, Devizes, Marlborough, Malmesbury, Royal Wootton Bassett, Warminster and Trowbridge



## Two unitary authorities

Swindon Borough Council and Wiltshire Council



## Oldest county force

in England - established on **13 November 1839**



## Swindon

a vibrant town located on the M4 corridor, homes lots of national and global head offices

Budget of **£134m**

Central grant **£73m**

Police council tax **£61m**



## Wiltshire police demand:

More than **43,000** recorded crimes (pre-Covid)



More than **103,000** 999 calls



More than **268,000** 101 calls



**11,000** victims of crime supported by PCC victim services



## The budget

On 3 February 2022, the Wiltshire and Swindon Police and Crime Panel supported my budget proposals for 2022/23 and my Medium-Term Financial Strategy.

This provides an overall budget of £141.5m for me to secure an effective and efficient policing service and deliver this Police and Crime Plan.

I will work to ensure that all resources are spent as effectively and efficiently as possible in the delivery of this plan.

As the role and focus of my office continues to develop, I will continue to invest in commissioning non-policing services.

This is particularly important as I invest in preventative and criminal justice services which are provided by other public bodies or the voluntary and community sector.

Currently this equates to 1.3% of the overall budget and details of how I intend to spend this money in 2022/23 will be published on my website as well as commissioning intentions for the future.

## PCC Funding Allocation 2022/23

### Chief Constable Policing

Includes all frontline policing services that are both visible and non-visible to the public. This includes all police officers in neighbourhood teams, response and detectives. It also includes police staff crime investigators, 999 and 101 call handlers and Police Community Support Officers.

### Shared Services

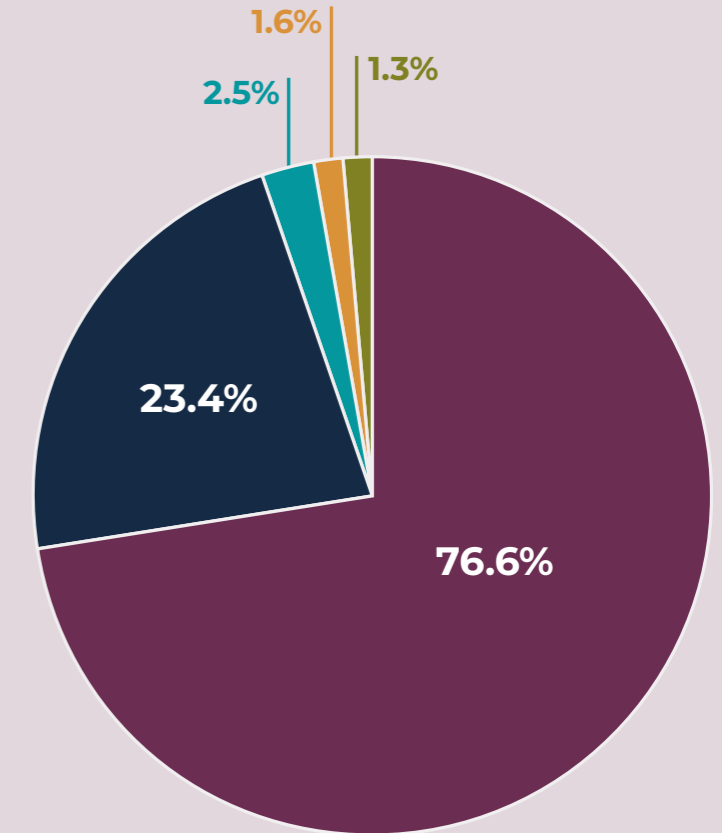
Functions which provide support and enable the frontline and Wiltshire Police and OPCC to deliver effectively. This includes functions such as recruitment, human resources, IT, estates, legal services and training. These services are hosted by either Wiltshire Police or Wiltshire OPCC.

### Capital Contribution

This is the amount of money that is directed to long-term investments such as estate and significant ICT systems. It does not cover purchases with a short period of use such as vehicles or laptops.

### OPCC Office

This is the cost of the OPCC to deliver the responsibilities and requirements of the PCC, includes the PCC and all legally required posts, service recovery and police complaints, and co-ordination of victim services, community safety and criminal justice.



### OPCC Commissioning

This is the OPCC funding directed to service provision outside of policing. This includes all victim support services, work to tackle domestic abuse, prevent offending and early intervention and supporting community initiatives to prevent and reduce crime.

# Making Wiltshire Safer: Wiltshire and Swindon's Police and Crime Plan 2022 – 2025

Making Wiltshire Safer sets out the direction for policing focus and priorities until 2025. This plan clearly articulates the priorities for a future Chief Constable to ensure Wiltshire Police meet the challenges it faces and meets the expectations of our residents.

I will be working with the Chief Constable to deliver positive and tangible change that I and our communities can measure. I want the Chief Constable to ensure that we are excelling at the basics, deliver sustainable improvement in police performance and increased satisfaction from the public. I support, challenge and scrutinise the performance of the force with the OPCC setting clear performance and organisational improvements within my plan.

My Office coordinates and leads working in partnership with residents, the voluntary sector, businesses, elected officials, and other public sector organisations to deliver my plan.



Our plan recognises that to make Wiltshire safer is more than a policing response and requires a partnership approach across our communities to keep us safe, prevent crime and bring offenders to justice.

## Priority 1: A police service that meets the needs of its communities

### I am prioritising:

- Increasing public confidence, trust and our policing engagement with communities
- Provide a quality of police service to all our communities
- Giving the Police the right tools for the job

## Priority 3: Tackle crimes that matter most to local communities

### I am prioritising:

- Anti-social Behaviour
- Road safety
- Rural crime and heritage crime
- Fraud, cybercrime and hate crime

## Priority 2: Reduce violence and serious harm

### I am prioritising:

- Violence reduction and domestic abuse
- Violence Against Women and Girls
- Child abuse and Child Exploitation
- County Lines and Serious Organised Crime and exploitation

## Priority 4: Improve the experience of victims and deliver justice

### I am prioritising:

- Victim care and support
- Mental Health
- The criminal justice system
- Restorative Wiltshire
- Reduce re-offending

The full Police and Crime Plan can be found at [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)



# Chief Constable Role Profile

## Accountable to:

Police and Crime Commissioner for Wiltshire & Swindon

**Location:** Office of the Chief Constable, Police Headquarters, Devizes, Wiltshire

**Responsible for:** The direction and control of Wiltshire Police in order to provide the area with a professional, effective and efficient police service. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the Office of the Chief Constable.

## Role Purpose

The Chief Constable has overall responsibility for leading the force, creating a vision and setting direction and culture that builds public and organisational confidence. Such leadership is essential to successfully deliver a professional, effective and efficient policing service.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The successful candidate will also be responsible for influencing the development of regional and national policing and could be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the Office of Chief Constable and complying with any schemes of governance or consent that exist, which determine force governance arrangements.

“Providing the area with a **professional, effective and efficient** police service.”

## Key Accountabilities

**Set and ensure** the implementation of organisational and operational strategy for the force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.

**Develop a mutually productive strategic relationship** with the PCC in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.

**Develop and maintain governance arrangements and processes** within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.

**Lead the force, communicating a clear direction**, setting organisational culture and values, ethics and high standards of professional conduct to enable an effective and professional service.

**Lead, inspire and engage the Chief Officer Group;** setting role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the force vision and goals.

**Hold accountability** for force financial management and determine functional budgets within the agreed framework as issued by the PCC, to ensure the effective use of public spending and maximise value for money.

**Fulfil the authorising responsibilities of a Chief Constable.** For example, authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses in order to protect the public and further develop the force's operational strategies.

**Lead and command** the operational policing responses on occasion in the highest risk and high-profile instances, in order to protect the public and ensure an appropriate and effective response.

**Advise national bodies** such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.

**Develop and maintain strategic relationships** with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the force objectives.

**Represent the force** at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.

**Lead national thinking**, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.

**Create and drive a culture** of development, change, innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.

**Play an active role** in national decision making on the development of the police service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of efficiency, effectiveness, productivity and value for money.

For further information about the Chief Constable role profile, please visit the College of Policing's website: <https://profdev.college.police.uk/professional-profile/chief-constable>



# Education, qualifications, skills and experience

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## Prior Education, qualifications and experience:

1. Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
2. Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
3. Authorising Officer Training.
4. Wide ranging operational law enforcement experience.
5. A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
6. Experience of successfully engaging with and influencing multi-agency partnerships.
7. Experience of implementing an effective performance management framework.
8. Experience of implementing successful organisational development, change and innovation.
9. Experience of accountability for management of significant budgets.
10. Up to date operational/technical policing knowledge.
11. Knowledge of developing legal, political, economic, social, technological and environmental factors and an understanding of the implications for strategic planning.
12. Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.
13. Experience of working in a political context and clear understanding the role of Police and Crime Commissioner.

## Skills:

1. Highly skilled in the development of ambitious vision, strategy, and policy, aligned to operational realities and wider plans/goals.
2. Ability to demonstrate high levels of personal leadership, transparency, and integrity.
3. Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands & drives value for money.
4. Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
5. Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
6. Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
7. Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
8. Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
9. Skilled in leading, developing, and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
10. Able to reflect on and hold themselves, individuals, and the organisation to account for performance and behaviours.
11. Able to identify, commission and implement new or improved technologies/services that have a transformational impact on force service delivery and/or cost.
12. Demonstrable commitment to personal development.
13. Good understanding and demonstrable practice in how customer feedback can drive organisational improvement.



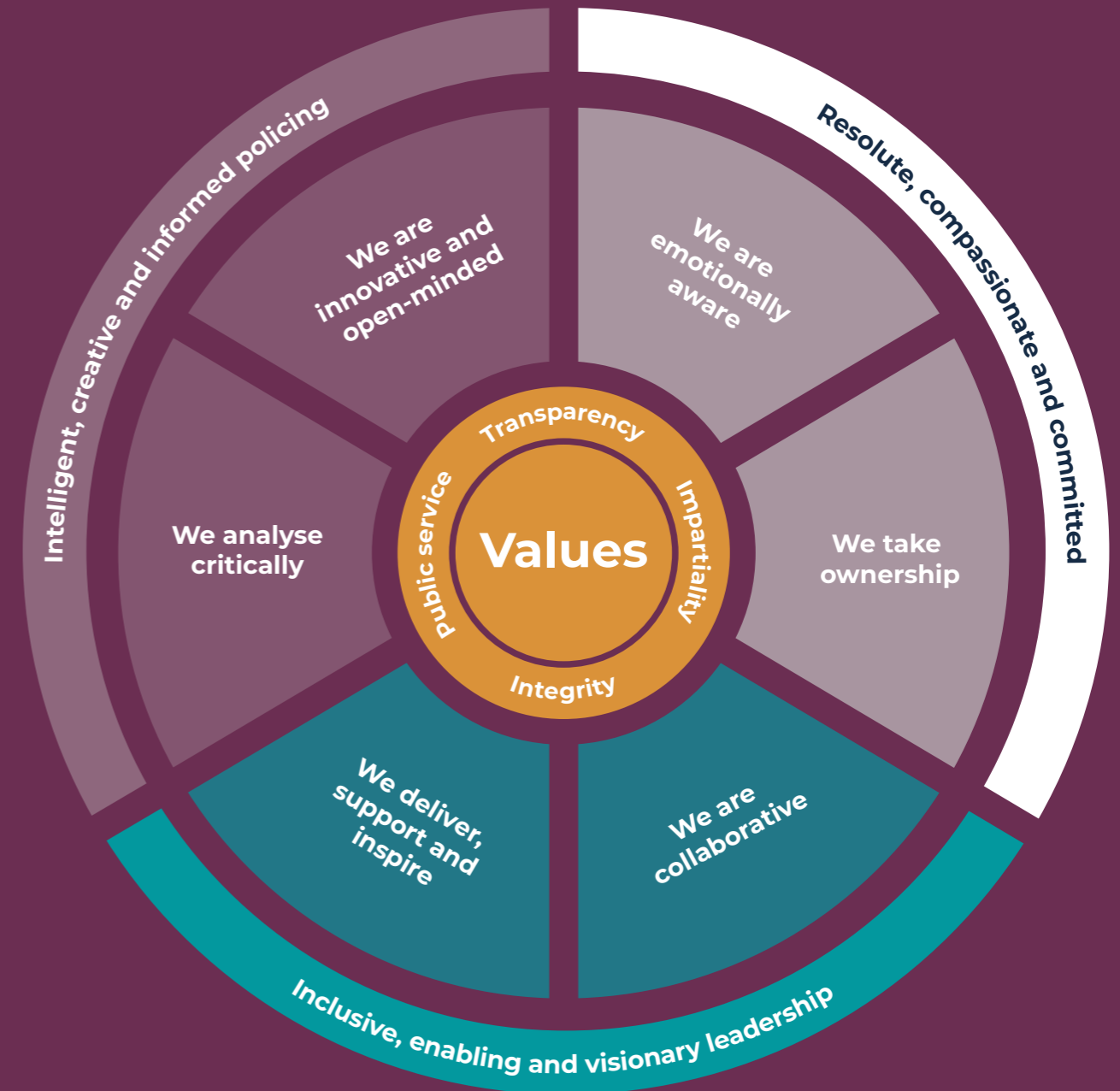
## Behaviours, competencies and values framework

You will be expected to know, understand, and champion the values and ethics of the police service, as set out in the College of Policing's (COP) competency values framework and the Code of Ethics.

The role of Chief Constable is extremely challenging that will require a well-established and balanced mix of competencies which are drawn upon in a variety of combinations according to circumstances.

The assessment process will test the range of these competencies and in role they should be exercised at level 3 consistently.

All eligible candidates (Assistant Chief Constables, Deputy Chief Constables and Chief Constables) are asked to submit a CV (maximum of two A4 pages), and a supporting statement (maximum of two A4 pages) setting out how your knowledge, skills and behaviours demonstrate the values of Integrity and Public Service and the competency of Deliver, Support and Inspire at Level Three from the Competency and Values Framework.



# Chief Constable **Terms and Conditions**

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## **The Post**

The nature of the post of Chief Constable will require the post holder to work outside normal office hours and at weekends on a regular basis.

The primary focus of the post holder is the deliver and efficient and effective police service and work in partnership to deliver the Police and Crime Plan for Wiltshire and Swindon.

There is a requirement to be contactable 24 hours per day when not on leave or in the absence of a designated Deputy.

National work may be undertaken, but only with the agreement of the Police and Crime Commissioner.

## **Eligibility**

The appointment of the Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations and any other relevant legislation.

The appointment is subject to a confirmation hearing by the Police and Crime Panel.

## **Pre-Employment Checks**

Any conditional offer of employment will be subject to successful completion of various pre-employment checks including a medical assessment, security vetting, reference checks and police and crime panel confirmation.

A formal offer of appointment will not be made until all of the above pre-employment checks are satisfactorily completed. Any changes in circumstances must be brought to the attention of the PCC.

## **Qualifications**

**The following courses or assessment centres must be satisfactorily completed:**

a) The Senior Police National Assessment Centre ("Senior PNAC")

and

b) The Strategic Command Course ("SCC")

## **Security Clearance**

The role is subject to holding or obtaining security clearance at Developed Vetting (DV) level.

## **Medical Examination**

Applicants to this position will be required to undertake a medical examination before taking up appointment and confirmation that you are mentally and physically fit to perform the duties of the post.

## **Location of Office of the Chief Constable**

The Office of the Chief Constable is located at Police Headquarters, Devizes, Wiltshire, and support services to the Chief Constable are provided at this location.

## **Base Salary**

In accordance with the Police Negotiating Board agreement on pay and conditions of chief police officers. The salary for the Chief Constable of Wiltshire is £151,815 per annum. The PCC has the discretion to vary the salary by up to 10% on appointment (up to £166,996), this will actively be considered for the right candidate. Salary is paid on the 28th of each month.

## **Term of Appointment**

The appointment will be for a fixed five-year period commencing on the date of appointment in accordance with Police Regulations 2003. Any extensions to this term shall require the approval of the Police and Crime Commissioner.

## **Car Allowance**

The Chief Constable is provided with a vehicle that is fully maintained, taxed and insured. Or a cash allowance to the value of £9,183.

## **Holiday**

The successful applicant will be entitled to leave in accordance with Police Regulations.

## **Normal Place Of Residence**

The post holder is expected to have their normal place of residence within the force area and be readily accessible to meet the operational needs and exigencies of the force.

Post holders on appointment who otherwise live outside the force area are expected to re-locate at the earliest opportunity.

## **Relocation Expenses**

Reasonable relocation expenses will be considered in accordance with Regulation 35.

Payment is dependent on the accommodation to which the officer is moving being within the County of Wiltshire or, provided consent from the Police and Crime Commissioner, outside the County but within a reasonable commuting distance of Wiltshire Police Headquarters. This must be within the first year of appointment. The PCC will refund qualifying relocation costs (as defined by HMRC), noting that only the first £8,000 is tax free.

## **Home Security**

This will be assessed on a case-by-case basis.

## **Subscriptions**

CPOSA insurance (non-personal) element will be paid by Wiltshire Police.

## **Health Insurance**

A reimbursement of the Police Mutual Healthcare scheme or an equivalent up to the same value.

## **Other Business Interests**

You must devote the whole of your time to the duties of the office of the Chief Constable, as detailed in the Police Act and Regulations. You shall not take up any other additional appointment or undertake a business interest without the prior consent of the Police and Crime Commissioner.

### Pension

The post holder will be eligible for membership of the Police Pension Scheme and subject to Police Pension regulations and to such other Acts and regulations as may be applicable.

### Telephones, IT and Other Equipment

A mobile telephone and other equipment, which is necessary to ensure convenient working arrangements, will be made available.

### Professional Development

A programme of professional development will be agreed by the Commissioner, informed by the outcomes of regular performance appraisals and emerging developments in policing.

### Period of Notice

The written notice period of termination of the appointment is three months by either party or such shorter notice as may be accepted by the Police and Crime Commissioner.

### Business Appointment/Employment Post Service

Post Service Employment requirement – the Chief Constable must ask permission before accepting employment within 12 months of leaving the force, if another job would potentially bring about a conflict of interest.

In line with recommendations made following the Leveson Inquiry, and in particular recommendation 80 to ensure greater transparency in all post-service employment routes, the post holder must notify the Police and Crime Commissioner if post-service employment might:

- (a) Be a 'reward for past favours' granted by the applicant to the employer;
- (b) Be one which could enable a particular employer to gain an improper advantage by employing someone who had access to what its competitors "might legitimately regard as their own trade secrets or information relating to proposed developments in government policy which may affect that firm or its competitors"; or
- (c) Be sensitive for other reasons.

The Commissioner, following notification of any of the above, would then determine if this employment is appropriate.

“I am looking for an inspirational leader to lead Wiltshire Police into the future.”

Philip Wilkinson, OBE  
Police and Crime Commissioner



Office of the Police and Crime Commissioner  
for Wiltshire and Swindon, London Road,  
Devizes, Wiltshire SN10 2DN

**01225 256926**  
**[pcc@wiltshire.police.uk](mailto:pcc@wiltshire.police.uk)**  
**[www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)**

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Wiltshire and Swindon  
**pcc**

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## CHIEF CONSTABLE OF WILTSHIRE POLICE



**SALARY | £151,815 per annum. PCC discretion + 10% (£166,996) considered for the right candidate, plus other benefits, five-year fixed term contract**

**LOCATION: Wiltshire Police Headquarters, London Road, Devizes, Wiltshire**

**Closing date is 12:00, 25 November 2022**

Leading Wiltshire Police is a fantastic opportunity to work alongside the Police and Crime Commissioner (PCC) to make Wiltshire a safer place to live, work and visit is the PCC mission with a trusted, quality, policing service which meets the needs of its communities and which police officers, police staff, police volunteers – and our residents - can be proud of.

Phillip Wilkinson, Police and Crime Commissioner for Wiltshire and Swindon is inviting applications from all eligible candidates (Assistant Chief Constables, Deputy Chief Constables and Chief Constables), who have a proven track record of delivering high-performing services, leading organisation change and fighting crime - you will be at the fore of leading Wiltshire Police into the future.

We are looking for a professional, inspirational, and ethical leader who leads from the front, with laser focus, and grip. The right candidate will place great emphasis on getting the basics right, ensuring our force delivers quality police investigations, improves outcomes and justice for victims, as well as tackling those crimes that matter the most to our communities.

The successful candidate will:

- Deliver outcomes in line with the PCC's Police and Crime Plan
- Set a culture focused on effective operational delivery and strategic focus
- Lead sustainable improvements and address areas for improvement identified by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services
- Put victims at the heart of the Wiltshire police culture
- Make Wiltshire safer by protecting the public from crime and harm
- Place ethics and integrity at the forefront of their considerations
- Undertake a leading role in delivering a customer-focussed service and increase levels of public confidence
- Be an effective and successful executive leader who has a proven track record of developing and communicating and delivering organisational effectiveness
- Undertake a lead role in the development and implementation of strategies that ensure best practise and generate high levels of public trust and confidence
- Lead, challenge, and support Wiltshire Police strategic management to ensure effective performance and planning, enhanced productivity, value for money and continuous improvement within financial constraints

All eligible candidates (Assistant Chief Constables, Deputy Chief Constables and Chief Constables) are asked to submit a CV (maximum of two A4 pages), and a supporting statement (maximum of two A4 pages) setting out how your knowledge, skills and behaviours demonstrate the values of Integrity and Public Service and the competency of Deliver, Support and Inspire at Level Three from the Competency and Values Framework.

Appointment is subject to vetting, medical clearances, provisions of the relevant Police Acts, Regulations and Determinations and a Confirmation Hearing by the Wiltshire Police & Crime Panel.

Further information and recruitment packs may be downloaded from the PCC's website [www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)

Please email applications to [pccrecruitment@wiltshire.police.uk](mailto:pccrecruitment@wiltshire.police.uk) by the 25 November 2022, by 12:00.

If you wish to discuss the role or arrange a visit to the police force area, please contact Mr Naji Darwish, Wiltshire OPCC Chief Executive by phone on 01225 256926 or email [pccrecruitment@wiltshire.police.uk](mailto:pccrecruitment@wiltshire.police.uk)

***Closing date for applications: 12:00, 25 November 2022***

***Shortlisting: w/c 28 November 2022***

***Assessments: 13 & 14 December 2022***

***Police and Crime Confirmation: 12 January 2023***

## Chief Constable Recruitment Timetable

Chief Executive to oversee process on behalf of the PCC, supported by College of Policing



Stage	Date
Applications for Chief Constable opens and announced	3 November 22
Staff engagement “future chief” survey opens	3 November 22
PCC Staff drop-in sessions	11, 14, 21, 24 November
Staff survey closes	W/C 21 November
Application Closing date	12pm 25 November
Shortlisting	29 November
Shortlisted candidate informed and completion of psychometric testing	29 November
Stakeholder question and answer sessions	13 December
Interview panel	14 December
Announcement of preferred candidate	16 December
Papers for police and Crime panel	No later than 4 January 2023
Police and Crime Panel confirmation hearing	12 Jan 2023

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# Competency and Values Framework for policing

## Overview of framework

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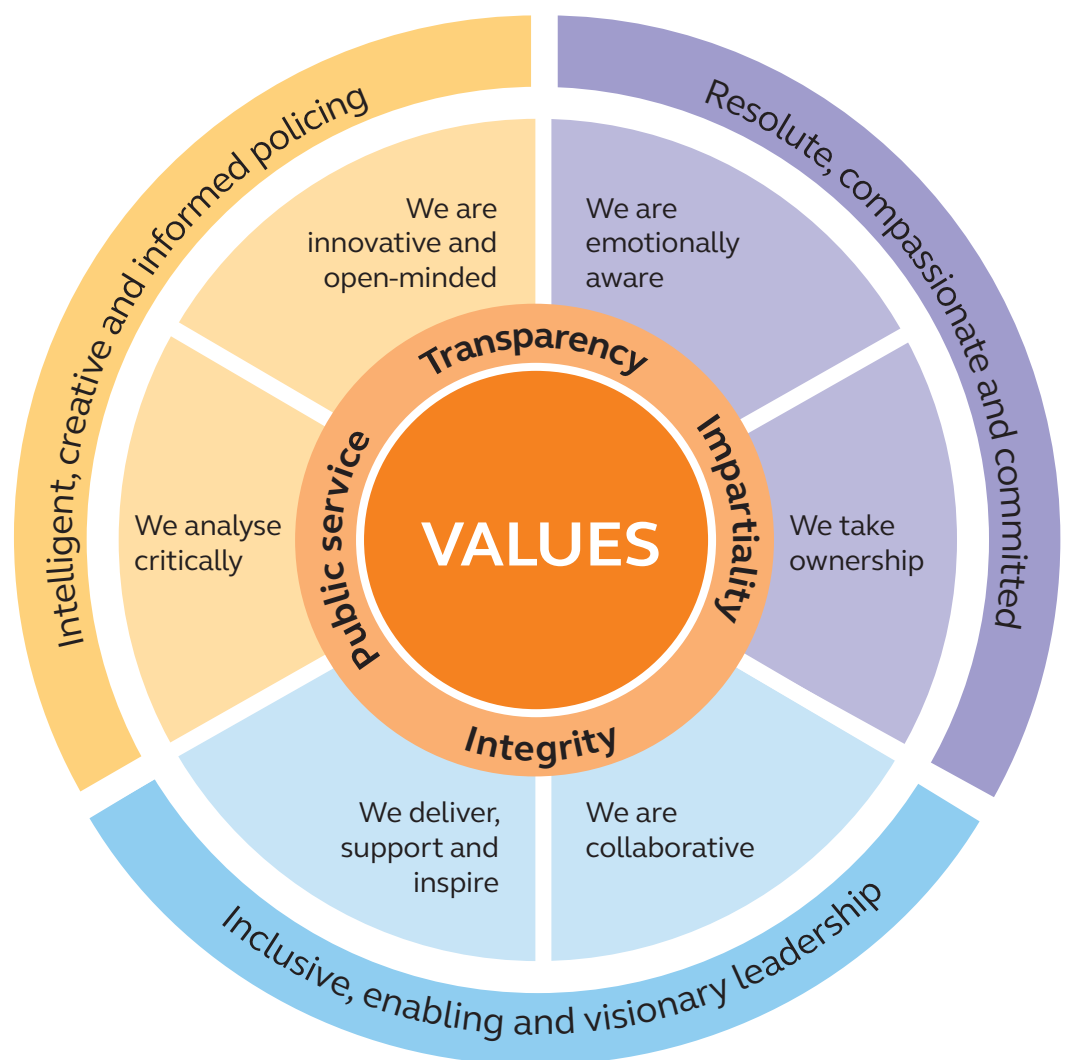
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# Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.



Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

# Values

## Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

## Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

## Integrity

This value links to the principle of integrity from the Code of Ethics.

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

## Behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

## Public Service

This value links to the principles of respect and selflessness from the Code of Ethics.

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

## Behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

## Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

## Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

# Cluster

## Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

# Competency

## We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

**Why is it important?** The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

## We are emotionally aware

### Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

### Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

### Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

# Competency

## We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

**Why is it important?** Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

## We take ownership

### Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

### Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

### Level 3

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

# Cluster

## Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

# Competency

## We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

**Why is it important?** Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.



## We are collaborative

### Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

### Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

### Level 3

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

# Competency

## We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

**Why is it important?** To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

## We deliver, support and inspire

### Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

### Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

### Level 3

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

# Cluster

## Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

# Competency

## We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

**Why is it important?** Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

## We analyse critically

### Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

### Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

### Level 3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

# Competency

## We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

**Why is it important?** New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

## We are innovative and open-minded

### Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

### Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

### Level 3

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

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## Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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Meeting	Police and Crime Panel – Confirmation of Chief Constable
Date	12 January 2023
Report Title	Proposed Appointment of Chief Constable of Wiltshire Police APPENDIX E: Independent Panel Member report
Author	Nicky Alberry, Independent Member

## 1. Introduction

- 1.1. This is the Independent Member’s report relating to the appointment process for the next Chief Constable for Wiltshire Police. It provides my assessment of the appointment process used by the Office of the Police and Crime Commissioner (OPCC) for Wiltshire which I consider has been conducted fairly, openly and based on merit. It also details the extent to which the interview panel fulfilled their responsibility to challenge and test the candidates’ suitability against the requirements of the role.
- 1.2. Home Office Circular 13/2018 outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process for a Chief Constable. It is for them to decide at the end of the process which candidate they wish to appoint, subject to confirmation by the Police and Crime Panel. However, they should involve an Independent Member in the assessment, shortlisting and interviewing of candidates.

## 2. Independent Member’s role

- 2.1. The role of the Independent Member is laid out in Home Office Circular 13/2018. It is described more fully in the Guidance for Chief Officer Appointments produced by the College of Policing.
- 2.2. The Independent Panel Member should not be a PCC, a member of the PCC’s staff, a member of the P&CP, a Member of Parliament, a Member of the European Parliament, a local councillor, a serving or retired police officer or member of police staff, a civil servant, a member of the National Assembly for Wales, a member of the Northern Ireland Assembly, a member of the Scottish Government, an employee of Her Majesty’s Inspectorate of Constabulary, an employee of the Independent Police Complaints Commission, or an employee of the College of Policing.
- 2.3. The types of people suitable for the role of Independent Panel Member might include, but is not limited to, Magistrates, Chief Executives of local authorities, and representatives of community organisations.
- 2.4. As a representative of community organisations, namely chair of Swindon Women’s Aid and non-executive Director of Business West, I meet the specified criteria as an Independent Member and was selected by the PCC for this purpose.
- 2.5. It is important that the Independent Member is suitably experienced in selection and assessment practices, so they can determine the extent to which the appointment process is conducted in line with the principles of merit, fairness and openness. The role as set out in College of Policing Guidance for Appointing Chief Officers requires the Independent Member to:
  - Be suitably experienced and competent in assessment and selection practices
  - Undertake appropriate briefing/assessor training
  - Be aware and have an understanding of the needs and interests of the recruiting force and local community
  - In collaboration with the PCC, and other panel members, shortlist and assess applicants against the agreed appointment criteria and consider which candidate most closely meets the appointment criteria

- Produce a written report on the appointment process, to be submitted to the Police and Crime Panel at the same time as the name of the preferred appointee, expressly and explicitly addressing the appointment principles of merit, fairness and openness and the extent to which the panel was able to fulfil its purpose (e.g. to challenge and test that the candidate meets the necessary requirements to perform the role).
- 2.6. I was invited by the PCC to become involved in this appointment prior to advertising. The application pack with the role requirements and person specification was assembled by the OPCC. It adhered closely to the Guidance for Chief Officer Appointments and was reviewed in draft by the College of Policing to ensure it met current requirements.

### **3. Appointment panel**

- 3.1. The role of the appointment panel is set out in the Guidance for Chief Officer Appointments. This outlines that the panel should be convened by the PCC before any stage of the appointment process takes place. There should be no conflicts of interest between panel members and the applicant pool.
- 3.2. The purpose of the appointment panel is to challenge and test if the candidates meet the necessary requirements to perform the role. The panel members should be suitably experienced, diverse, and competent in selection practices. They must adhere to the principles of merit, fairness, and openness.
- 3.3. The PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members. Written briefings were provided by CEO of the OPCC and College of Policing and OPCC.
- 3.4. It is suggested that a panel of approximately five members is convened, but this is at the discretion of the PCC.
- 3.5. Philip Wilkinson OBE, PCC for Wiltshire and Swindon, actively followed this advice. Within this appointment process the panel had been agreed at the outset as consisting of the following members:
- Philip Wilkinson OBE, Police and Crime Commissioner for Wiltshire (Appointing Officer)
  - Chief Constable Andy Marsh QPM, CEO of the College of Policing (Policing Adviser)
  - Matt Parr CB, HM Inspector of Constabulary and HM Inspector of Fire & Rescue Services
  - Lucy Townsend, Corporate Director – People, Wiltshire Council
  - Nicky Alberry, retired CEO, non-executive director and voluntary organisation chair (Independent Member)
- 3.6. The panel included an appropriate range of stakeholders from elements of the policing sector, public sector and voluntary sector. Andy Marsh provided policing advice and Matt Parr with policing improvement and governance expertise. Lucy Townsend provided experience from local government and the wider public sector, whilst I brought expertise from voluntary and business sectors. Its composition and role mirrored the importance placed by the PCC on partnership and working with stakeholders.
- 3.7. All panel members were identified for their strategic leadership experience and relationship with Wiltshire Police, to allow them to challenge and test others at executive level. All were given a briefing and access to a copy of the Guidance for Chief Officer Appointments, ensuring they were well informed on their duties in this appointments process. I consider the panel to have met the needs outlined in the guidance on experience and diversity. I particularly note the strong policing engagement from national policing representatives supporting Wiltshire during this vital appointment.
- 3.8. The College of Policing Senior Leaders Hub was also appointed as a Professional Recruitment Advisor by the PCC, and the support and advice of the College of Policing was used extensively throughout the design of the process, including at the interview stage. They did not however have a role in the decision-making process.

- 3.9. The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation, meeting the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures.
- 3.10. The Chief Executive of the OPCC worked consistently with the College of Policing to maintain standards, collaborating openly with all of the panel members on the main panel and stakeholder panels members throughout the planning and administration of the appointment process.

#### **4. Recruitment Advert**

- 4.1. The recruitment pack was drawn up by the Chief Executive of the OPCC in line with the national guidance. The post was advertised on 2 November 2022 with applications closing at 12:00, 25 November 2022 via the websites for the Wiltshire PCC, the College of Policing Senior Leadership Hub and National Police Chief's Council website with an email alert to all eligible candidates. In this way all eligible applicants in the UK pool were made aware of the opportunity.
- 4.2. The PCC and OPCC staff actively demonstrated from the outset that in the interests of public accountability, they were committed to adhering to the principles of openness, fairness and merit.
- 4.3. Every effort was made to be transparent about the availability of the post and to encourage all potential applicants to consider it. The aim was to attract the strongest possible field of applicants, demonstrating openness. The published recruitment information pack was comprehensive, with links offering more detail. The pack included terms of appointment, role profile and met legal requirements. The PCC provided a video introduction to the role and what he was looking for in the next Chief Constable.
- 4.4. Applicants were asked to submit a two-page CV and two-page supporting statement focusing on evidencing two values (area 2. transparency and 4. public service) and one competency (6. Deliver, support and inspire) from the policing competencies framework. The CV and supporting statement were restricted to two pages per document with a required font size. This provided fairness to candidates in giving them clear expectations of the length of response required.
- 4.5. This enabled an initial review of core eligibility criteria, recent experience and skills against the role profile and competencies identified by the PCC, informed by the staff survey, as essential for the role of Wiltshire's Chief Constable. In being based on evidence of previous achievements, it was an appropriate tool to support merit-based judgements.

#### **5. Response to Advert and applications**

- 5.1. All applicants expressing an interest in the role were given an opportunity to for an informal discussion with the Chief Executive and the PCC. Six potential applicants took this opportunity prior to the formal process being initiated.
- 5.2. The process subsequently translated into three completed applications from both male and female candidates. Whilst a low number, the pool of eligible candidates for Chief Constable, nationally, is small and the size of the response was in line with national averages for applications for Chief Constable.
- 5.3. Of the three submitted applications, one application was rejected as it was significantly over the closing deadline for applications. As the applicant had ample time to apply during the three-week window, the rejection of the application was fair to the process and other candidates. This evidenced that appropriate efforts had been made to keep the process as open as possible and being fair to all applicants.

#### **6. Wiltshire Police Officers and Staff Engagement**

- 6.1. During the advertisement period, the PCC conducted a survey run alongside the advertisement to seek the views of police officers and staff on the qualities and focus of a new Chief Constable. This questionnaire generated almost 800 responses. The PCC also held drop-in sessions cross policing

locations to discuss views of officers and staff. The results of this survey were used by the PCC to inform focus and helped shape interview question areas.

## **7. Shortlisting**

- 7.1. Shortlisting was undertaken via Teams. This session was opened by the OPCC Chief Executive and then a briefing on principles of fairness, openness, and transparency. Followed by a detailed explanation of the assessment criteria was provided by the College of Policing
- 7.2. Upon invitation to join the panel and in briefings, members were asked whether they had a conflict of interest with any of the candidates and none were identified. The PCC and some panel members had met some of the candidates previously in a professional capacity, there were no conflicts of interest disclosed.
- 7.3. To ensure fairness of the process, it was noted that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency, and fairness.
- 7.4. Panel members received applications shortly prior to the shortlisting session and independently reviewed and assessed each application against the criteria specified in the assessment framework provided. Panel members then reconvened to share scores and deliberate the merits of each application individually.
- 7.5. Two candidates were selected for next stage of assessment and interview.

## **8. Psychometric Testing**

- 8.1. On the day the shortlisted candidates were confirmed, the candidates' details were provided to the College of Policing to commence the psychometric testing process. The results of this process were discussed with the candidates by the College of Policing and a written report on each was provided to the Chief Executive of the OPCC and made available to the main interview panel as part of their document pack.
- 8.2. Information gained from a personality assessment of each candidate was used to inform bespoke interview questioning. It did not rank or assess candidates, in order to avoid bias.

## **9. Familiarisation**

- 9.1. The two candidates selected were offered access to a range of Force and OPCC senior staff with the opportunity to visit policing sites. This was not requirement and utilising this access was for the discretion of candidates.
- 9.2. This was for candidates to inform themselves about the local context. It was not used to gain additional information about them. This was once again to ensure transparency and fairness. Both candidates were provided with identical information throughout the recruitment process.

## **10. Stakeholder Q&A Sessions**

- 10.1. Two stakeholder panels were convened to provide internal and external stakeholder and input into the appointment process These took the form of stakeholder Q&A sessions where members had the opportunity to ask questions of candidates, policing views and leadership approach.

- **Internal Stakeholder Q&A Session**

The composition of the internal stakeholder forum included a mix of representatives from UNISON, the Police Federation, the Chief Superintendents' Association, LGBT+, Christian Police Association, Disabled Police Association, CONNECT – Women's network and Wiltshire Ethnic Police Association. Those attending were invited to suggest questions for the Q&A. These were collated and refined by the Chief Executive with the support of the College of Policing.

- **External Stakeholder Q&A Session**

The composition of the external stakeholder forum included a mix of representatives from local authorities (officers and elected members), public sector agencies drawn from across Wiltshire and Youth Commissioners. Those attending were invited to suggest questions for the external Q&A. These responses were collated and refined by the Chief Executive with the support of the College of Policing.

- 10.2. Each group had a common set of questions which were put to each candidate. This ensured consistency and fairness. The two stakeholder Q&As were supported by staff from the College of Policing and OPCC. Each group was facilitated by a member of the group to support the flow of the session. Each stakeholder session lasted one hour, with timing spread equally between the question areas. Feedback was provided to the selection panel the following day and was used to inform which areas might need further exploration by the selection panel.
- 10.3. Questions asked by stakeholders were well considered, appropriately challenging and probing. The feedback comments collated afterwards were balanced and insightful. The sessions were well chaired and managed, with good time management, again to ensure consistency and fairness.
- 10.4. The OPCC had made significant effort to ensure there was as wide a representation of stakeholders, whilst ensuring the sessions were balanced and productive.
- 10.5. It was agreed in advance that the opinions of the two stakeholder forums would not be scored or totalled numerically in such a way as to rank candidates. This was because members participating had not been trained in this and were not making measurable judgements linked to the competency areas. The sessions were advisory only, to ensure that all final assessments and decisions were merit based. This was explained clearly to stakeholders, who welcomed the opportunity to participate in the process.

## **11. Interview and Assessment**

- 11.1. All panel members were provided with detailed documentation prior to interviews. This included the candidate information pack, applications, CEO process briefing, National College of Policing Competencies.
- 11.2. Candidates were given a presentation topic two days prior to interview. Interview questions and psychometric assessments were provided to the panel the morning of the interviews. This was done to minimise candidates accessing questions beforehand. Areas of focus for interview questions were discussed at shortlisting and were informed by stakeholders' feedback, staff survey feedback and psychometric assessments.
- 11.3. Panel members were provided with a briefing on scoring methodology and the need for evidence. Both candidates were asked six questions with the same number of bespoke questions. Each candidate had the opportunity to demonstrate evidence and experience of meeting the competencies. Panel members were asked to rate candidates on a five-point scale against each competency. All evidence candidates produced during the interview was used to assess against all competencies. This provided evidence of a fair and equal process for all candidates.
- 11.4. College of Policing guidance was followed in offering all members of the selection panel a briefing prior to the shortlisting and interview. This set out the College of Policing guidance, helping to ensure the process would be transparent, objective and based on merit. This illustrated a willingness to make sure that the selection would be made on a clear evidence base, again demonstrating openness and transparency in the process.
- 11.5. Prior to the interviews commencing the main panel received feedback on each candidate's psychometric assessment and stakeholders' feedback. The feedback from the stakeholder sessions included the strengths that the panel observed as well as suggested areas that the main panel may wish to probe further at interview.
- 11.6. There was discussion in advance on scoring processes for both shortlisting and interviews, to gain a shared understanding of assessment. This was supported by briefings from the CEO and College of

policing. This shows the determination by the PCC to establish agreed standards and expectations to ensure decisions would be based on evidence and merit, avoiding bias.

- 11.7. Consensus decision making by the panel was the preferred approach, but in the event of inability to achieve this, it was explained that the PCC was the statutory decision maker and a first among equals on the panel. The PCC would make the final recommendation on the preferred candidate, subject to confirmation by the Police and Crime Panel.
- 11.8. The PCC and some panel members had met both of the candidates previously in a professional capacity. In order to ensure fairness of the process, it was noted that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency and fairness.
- 11.9. Briefing of the panel prior to the interview was well planned. This helped the panel equip themselves for their role in being able to challenge and test candidates fairly.
- 11.10. The timetable for the stakeholder Q&A and final interview allowed adequate time for each element. The carefully planned timetable helped to ensure that the process would be objective, fair to all shortlisted candidates, and clearly based on merit.

## **12. Decision making**

- 12.1. Each panel member first scored separately at the interview stage. Scores were collated and any differences of opinion were discussed, in order to agree a moderated consensus view. Each candidate was assessed individually on merit, with reference to evidence throughout.
- 12.2. Collectively agreed scores were recorded by the Chief Executive and were endorsed by the PCC. Consensus was reached throughout after objective, evidence-based discussion, leading to a recommendation regarding the preferred candidate. The successful candidate achieved high scores on all the selected areas of the Competency and Value Framework and was the best fit for local requirements.
- 12.3. The panel made a unanimous recommendation that Catherine Roper be appointed.

## **13. Conclusion**

- 13.1. Through the steps outlined above, the PCC fulfilled his responsibility to ensure the selection process was properly put in place in accordance with the responsibilities set out in the national guidance. Well planned use of the National Competency and Values Framework throughout the process allowed clear evidence to be recorded and evaluated to make objective decisions.
- 13.2. The panel rigorously challenged and tested the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. There was also careful deliberation between panel members in assessing each candidate individually before coming to a decision on appointment.
- 13.3. As the Independent Member I found that the decision-making process was demonstrably open and fair, with good efforts applied to seek the best available field of candidates. It was clearly based on merit, with decisions taken on careful analysis of evidence. Adherence to the highest standards throughout was taken seriously.
- 13.4. I can confirm that the representative from stakeholders panels believed the stakeholder sessions were based on merit, fairness, and openness. The College of Policing has been complimentary on the recruitment process, they confirmed with my that everything was delivered in line with the key tenets of merit, fairness, and openness
- 13.5. Therefore, as the Independent Member I can confirm that the selection of the preferred candidate to be Chief Constable of Wiltshire Police met the principles of fairness, openness and merit.