

AGENDA SUPPLEMENT (2)

Meeting: Wiltshire Police and Crime Panel

Place: Wessex Room - The Corn Exchange, Market Place, Devizes, SN10 1HS

Date: Tuesday 13 June 2023

Time: 2.30 pm

The Agenda for the above meeting was published on 5 June 2023. Additional documents are now available and are attached to this Agenda Supplement.

Please direct any enquiries on this Agenda to Matt Hitch
matthew.hitch@wiltshire.gov.uk of Democratic Services, County Hall, Bythesea Road,
Trowbridge, direct line or email matthew.hitch@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225)713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

9 **Presentation by the Chief Constable (Pages 3 - 10)**

DATE OF PUBLICATION: 13 June 2023

This page is intentionally left blank



WILTSHIRE POLICE

PLAN ON A PAGE 2023/24

OUR MISSION: KEEPING WILTSHIRE SAFE

Delivery of the Police and Crime Plan 2022-2025

OUR OPERATIONAL PRIORITIES:

Safer Public Spaces

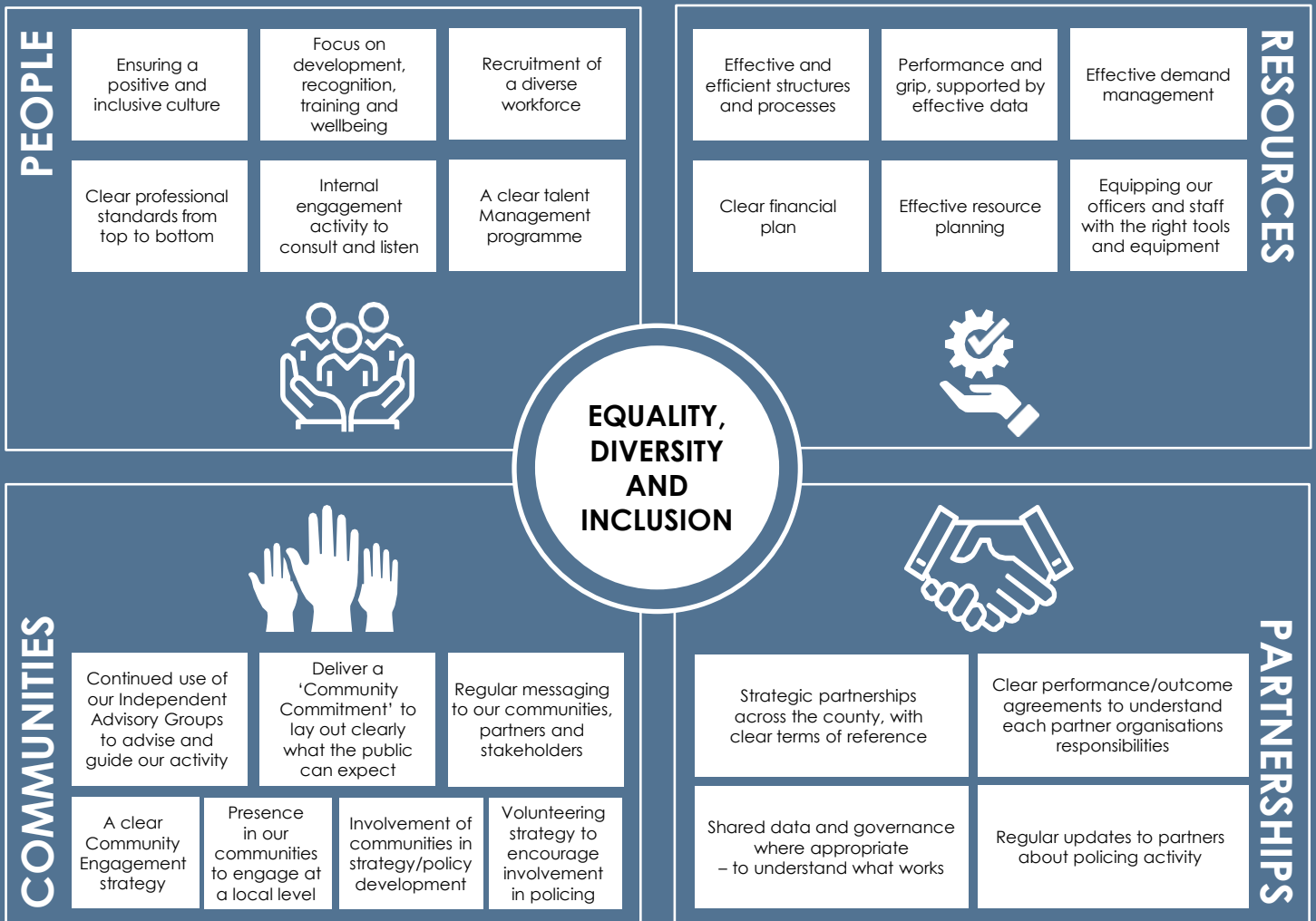
Violence

Burglary

OUR VICTIM PLEDGE:

To provide a high quality investigation tailored to the needs of all victims of crime

OUR FOUNDATIONS:



OUR VALUES:

IMPARTIALITY

INTEGRITY

PUBLIC SERVICE

TRANSPARENCY



PLAN ON A PAGE 2023/24

DEPUTY CHIEF CONSTABLE DIRECTORATE

OUR MISSION: KEEPING WILTSHIRE SAFE

Delivery of the Police and Crime Plan 2022-2025

OUR OPERATIONAL PRIORITIES:

Safer Public Spaces

Violence

Burglary

OUR VICTIM PLEDGE:

To provide a high quality investigation tailored to the needs of all victims of crime

DELIVERY PRIORITIES 2023/24

PEOPLE

- We will implement the recommendations made within the external People Services review
- We will develop a new overarching People Strategy
- We will implement an annual strategic workforce assessment to understand the skills and people requirements the organisation needs
- We will introduce a new people focused data and governance structure
- We will deliver a new Standards and Culture Improvement Plan to ensure the highest standards of all officers and staff

RESOURCES

- We will implement the deliverables within the demand strategy, to better understand and actively reduce demand on our services and people
- We will further improve the FMS business planning cycle process and product
- We will develop and embed a new monthly one-stop performance process
- We will mid-year review our governance structure to ensure it is effectively driving performance and improvement
- We will develop and deliver an attraction and recruitment strategy to deliver PUP and police staff establishment targets

COMMUNITIES

- We will continue to develop the IAG and WDC network membership to ensure it represents the voice of our communities
- We will, through the Public Service Board, further develop the opportunities for our communities to provide feedback and inform policing strategy and policy
- We will, through the delivery of the RAP plan, undertake tailored consultation and engagement with our black communities to build further trust and confidence in policing in the community
- We will, in conjunction with the OPCC, develop our approach to user surveying

PARTNERSHIPS

- We will develop and deliver a clear ICO improvement plan to ensure the Force is compliant with inspectorate information assurance recommendations
- We will work with SW forensics/ROCU to enhance Force performance data: (DFU/CSI/ROCU operations)
- We will continue to support and develop our staff support networks in the Force to ensure they have a voice and are listened to
- We will look to further improve our EDI Top 50 inclusive companies external assessment rating

OUR VALUES:

IMPARTIALITY

INTEGRITY

PUBLIC SERVICE

TRANSPARENCY



PLAN ON A PAGE 2023/24

PEOPLE SERVICES DIRECTORATE

OUR MISSION: KEEPING WILTSHIRE SAFE

Delivery of the Police and Crime Plan 2022-2025

OUR OPERATIONAL PRIORITIES:

Safer Public Spaces

Violence

Burglary

OUR VICTIM PLEDGE:

To provide a high quality investigation tailored to the needs of all victims of crime

DELIVERY PRIORITIES 2023/24

HR OPERATIONS

- We will embed a new e-recruitment system to streamline the HR process and improve management reporting
- We will deliver the skills project to be able to actively map the skills requirement of the organisation to meet demand
- We will deliver the PUP maintenance and growth target of 160 police officers in year
- We will, in conjunction with finance, review the opportunities to reconsider how we remunerate police staff in the organisation
- We will deliver and embed a new Force annual appraisal system

HR STRATEGY

- We will implement and deliver a new Force wellbeing strategy and offer
- We will look to implement a 30 plus scheme in the Force to aid police officer skills retention
- We will refresh our EDI and RAP strategies and delivery plans, to increase representation and trust/confidence in policing
- We will develop a monthly people data pack to drive governance and accountability across people services
- We will work with the finance department to further embed and maximise the use of the ERP system

LEARNING & DEVELOPMENT

- We will implement a new LD structure in response to the ignite report
- We will develop and embed a new annual strategic training delivery plan methodology and approach
- We will introduce a 4th entry route and DC entry (Police Now) pathway as part of the PUP maintenance programme
- We will implement a new leadership academy aimed at 1st and 2nd line managers and embed a Force talent management scheme
- We will develop a PEQF student engagement and retention approach

H&S AND OHU

- We will roll out a new OHU digital case management system
- We will undertake a review of the Force TRIM approach and introduce a new coordinator
- We will review the Force RABM health surveillance approach to ensure targeted support to key roles in the organisation
- We will through the assault task force develop an assault reduction plan for frontline officers and staff
- We will undertake targeted in year H&S reviews in relation to: noise/vibration, road risk and working at height

OUR VALUES:

IMPARTIALITY

INTEGRITY

PUBLIC SERVICE

TRANSPARENCY



PLAN ON A PAGE 2023/24

FINANCE AND FACILITIES DIRECTORATE

OUR MISSION: KEEPING WILTSHIRE SAFE

Delivery of the Police and Crime Plan 2022-2025

OUR OPERATIONAL PRIORITIES:

Safer Public Spaces

Violence

Burglary

OUR VICTIM PLEDGE:

To provide a high quality investigation tailored to the needs of all victims of crime

DELIVERY PRIORITIES 2023/24

FINANCE

- To deliver improvements to the ERP system based on the Employee Lifecycle Project, a progress report will be produced in October 2023
- To embed a new Finance Department structure by October 2023 which improves resilience surrounding statutory and capital accounting
- To facilitate a Payroll Health check through a third party and implement recommendations by October 2023
- To implement the new Pension Regulations in October 2023
- To review Treasury Management processes and make appropriate changes surrounding banking arrangements by March 2024

ICT

- To provide ICT tools to improve efficiency and effectiveness. Reporting on efficiencies from Pronto, MS0365, Niche etc quarterly
- To utilise cyber security tools and resources to provide local and national reassurance Quarterly Metrics will be provided to evidence delivery
- Seek opportunities for regional ICT collaboration, specifically assist in the regional DEAMs project with six-monthly reports
- To focus on Budget Management with a target to come in on budget for ICT licence and maintenance costs
- To produce a plan to replace laptops in association with Regional Procurement by October 2023

FACILITIES

- To deliver refurbished Custody and office accommodation in Melksham by October 2023
- To deliver new Officer Training Facility in the ex-hanger by October 2023
- To progress the HQ Masterplan to pre-app submission by November 2023
- To assist in the purchase of appropriate land in Southern Wiltshire with a pre-app submitted by July 2023
- To improve the onboarding of new recruits surrounding uniform, with improvements outlined by September 2023 with a focus on customer service in the Supplies Department

FLEET

- To realign the fleet in line with the Operational review by July 2023
- To review the Procurement Strategy by May 2023 looking at over reliance on single models and propose a new Vehicle Replacement Programme
- To place 95% of the orders for new fleet by the end of May 2023 with an aim for CPT availability to be constantly over 80% by October 2023
- To ensure 80% of all non-blue light vehicles purchased are either hybrid or electric vehicles to assist our Sustainability Strategy
- To implement telematics to the full fleet by the end of August 2023 and produce an 'early findings' report by December 2023

OUR VALUES:

IMPARTIALITY

INTEGRITY

PUBLIC SERVICE

TRANSPARENCY



PLAN ON A PAGE 2023/24

COMMUNICATIONS & ENGAGEMENT DIRECTORATE

OUR MISSION: KEEPING WILTSHIRE SAFE

Delivery of the Police and Crime Plan 2022-2025

OUR OPERATIONAL PRIORITIES:

Safer Public Spaces

Violence

Burglary

OUR VICTIM PLEDGE:

To provide a high quality investigation tailored to the needs of all victims of crime

DELIVERY PRIORITIES 2023/24

PEOPLE

- Expand the Force Recognition approach and delivery, as part of the overall approach to employee engagement
- Deliver the annual staff survey (Sep 2023) and the Pulse survey (Feb 2024)
- Develop and implement a marketing communications plan for attraction, recruitment and retention
- Deliver Leaders Events (Apr and Sept 2023) and Chief Constable Roadshows (Oct 2023)
- Develop a visibility & engagement plan for Chief Officers to ensure maximum accessibility across the county
- Support the delivery of the Standards & Culture Improvement Plan (standards campaign)

RESOURCES

- Continue to deliver guidance and education across the organisation to achieve a consistent organisational voice, and ensure high standards on our corporate channels
- Launch Leadership Contracts for Sgts and Insp and police staff equivalents
- Create, deliver and evaluate a 2023/24 campaign plan informed by demand, and supporting channel shift
- Create and deliver communications to support the work of the Continuous Improvement Gold Group, focusing on PEEL improvements
- Launch and actively promote the two new community policing engagement vehicles, maximising opportunities for collaboration and the visibility of operational teams

COMMUNITIES

- Develop and launch a 'Community Commitment/contract' to set out what the public can expect from local police teams
- Deliver a programme of regular, bespoke messaging to our communities to build public trust and confidence (to include PEEL progress)
- Strengthen the understanding of Community Policing through a 'Your Area' Gold campaign
- Implement new opportunities for two-way engagement, both online and face to face, at a corporate level
- Publish the Community Engagement strategy to inform the public of our engagement priorities
- With the ACCs, formalise the role of Bronze Engagement for key community incidents

PARTNERSHIPS

- Consult with partners to review and update the LRF warning and informing comms strategy
- Develop a clear shared campaign plan with the OPCC for activity that touches both organisations (such as Victims, Serious Violence Duty etc) to identify collaborative opportunities
- Further strengthen our relationships with the local media as a key partner, through a proactive plan of wider engagement opportunities
- Deliver partnership/stakeholder briefing packs to support our operational Gold campaigns
- Deliver regular targeted messaging to partners & stakeholders about policing priorities, PEEL & other issues affecting public trust & confidence

OUR VALUES:

IMPARTIALITY

INTEGRITY

PUBLIC SERVICE

TRANSPARENCY



PLAN ON A PAGE 2023/24

CRIME JUSTICE AND VULNERABILITY DIRECTORATE

OUR MISSION: KEEPING WILTSHIRE SAFE

Delivery of the Police and Crime Plan 2022-2025

OUR OPERATIONAL PRIORITIES:

Safer Public Spaces

Violence

Burglary

OUR VICTIM PLEDGE:

To provide a high quality investigation tailored to the needs of all victims of crime

DELIVERY PRIORITIES 2023/24

PEOPLE

- Conduct a skills audit to inform recruitment requirements into PIP2 posts in investigative depts
- Ensure a programme of training and CPD is delivered so our staff are equipped to effectively perform their roles
- Deliver the Detective Resilience plan to ensure an uplift of recruitment and retention into detective posts
- Develop working practices with OHU to ensure investigative staff are supported to effectively undertake their roles
- Involve our staff to identify and remove any barriers to a positive working culture

RESOURCES

- Equip staff with file build process and technology efficiencies to reduce demand and free up time to investigate
- Assess the demand of investigative departments to inform the structure and ensure we have sufficient investigators to meet that demand
- Embed the new intel dept structure to deliver a more effective and efficient intel function for the Force and communities
- HQ crime will use technology and digital tactics to support and provide specialist advice to Force-wide investigations ensuring we exploit cutting edge digital technology

COMMUNITIES

- Improve how we use the voice of the victim to ensure we provide an effective investigative and safeguarding response to crimes within our operational priorities
- Modernise our Firearms Licensing dept to ensure applicants are granted licenses within three months and are kept engaged
- Improve our prioritisation of T/H/R to target those who cause greatest harm to our communities and increase community awareness of our approach
- Increase the use of protective orders to safeguard our vulnerable communities and ensure they are policed effectively

PARTNERSHIPS

- Drive work with CJ partners to remove unnecessary demand on frontline staff
- Deliver against our tri-force VAWG action plan to ensure an effective joint response with the CPS and other partners and further opportunities with the military
- Work with our LA, Health and education partners to develop and deliver a vulnerability coordination centre model
- With partners, deliver against the CSP and safeguarding partnership priorities
- Explore further collaborative opportunity to enhance out of hours CAB capability
- Roll out the SOC Clear, Hold Build model

OUR VALUES:

IMPARTIALITY

INTEGRITY

PUBLIC SERVICE

TRANSPARENCY



PLAN ON A PAGE 2023/24

LOCAL POLICING DIRECTORATE

OUR MISSION: KEEPING WILTSHIRE SAFE

Delivery of the Police and Crime Plan 2022-2025

OUR OPERATIONAL PRIORITIES:

Safer Public Spaces

Violence

Burglary

OUR VICTIM PLEDGE:

To provide a high quality investigation tailored to the needs of all victims of crime

DELIVERY PRIORITIES 2023/24

PEOPLE

- Increase recruitment, retention and development of Special Constables and Cadets from diverse backgrounds
- Set clear leadership expectations centred around a high support and high challenge culture to better equip our staff to undertake their roles
- Create a Volunteer Strategy that increases numbers of volunteers and encompasses all members of our community improving overall engagement

RESOURCES

- Change the local policing model, significantly increasing the number of neighbourhood officers delivering a better problem orientated policing approach
- Create a new Contact Management Operating Model that delivers an enhanced service to our public and reduces demand on the front line
- Deliver a robust desktop investigation team that reduces demand on the Frontline

COMMUNITIES

- Develop and fulfil a 'Community Commitment' that lays out clearly what the public can expect from local policing
- Develop and embed our IAGs in local policing activity. Engaging regularly and appropriately to seek advice and guide our actions
- Ensure our local policing activity is child focused and trauma informed to improve outcomes for our most vulnerable people
- Embed Positive Action Initiatives across the Force, engaging different communities to deliver safer public spaces

PARTNERSHIPS

- Deliver the Serious Violence Duty in partnership with the OPCC and other partners across Wiltshire and Swindon
- Complete a full review of CSPs informing the National CSP Review
- Enhance our mental health provision through strong partnership engagement and the delivery of increased places of calm and support to the Right Person Right Care initiative
- Increase the coverage of our Watch Schemes working across communities, improving public confidence and engagement

OUR VALUES:

IMPARTIALITY

INTEGRITY

PUBLIC SERVICE

TRANSPARENCY

This page is intentionally left blank