

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: [Join the On-Line meeting here](#)
Date: Thursday 18 March 2021
Time: 10.00 am

Please direct any enquiries on this Agenda to Kevin Fielding, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01249 706612 EXT 21612 or email kevin.fielding@wiltshire.gov.uk

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 front page of this agenda for any further clarification

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm on Friday 12 March 2021**.

Please contact the officer named on the front page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent

Membership:

Cllr Junab Ali - Swindon Borough Council
Cllr Abdul Amin - Swindon Borough Council
Mamie Beasant – Co-opted Independent member
Cllr Alan Bishop - Swindon Borough Council
Cllr Richard Britton - Wiltshire Council
Cllr Ross Henning - Wiltshire Council
Cllr Vinay Manro – Swindon Borough Council
Cllr Brian Mathew – Wiltshire Council
Cllr Nick Murry - Wiltshire Council
Anna Richardson – Co-opted Independent member
Cllr Tom Rounds – Wiltshire Council
Cllr Jonathon Seed – Wiltshire Council
Cllr John Smale - Wiltshire Council

Substitutes:

Cllr Peter Evans
Cllr Sue Evans
Cllr Tony Trotman
Cllr Sarah Gibson
Cllr Ruth Hopkinson
Cllr Gordon King
Cllr Jim Lynch

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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 7 - 10*)

To confirm the minutes of the meeting held on Thursday 4 February 2021

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

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6 **Quarterly data (Q3)- Risk / Performance / Finance / Complaints**

7 **Commissioning budgets and delivery objectives**

8 **Road safety work in Wiltshire & Swindon**

Chair of Road Safety Group – ACC Deb Smith & DPCC Jerry Herbert to provide a presentation and discussion with members

9 **Impact of EU exit on policing**

10 **Proposed changes to quarterly reporting arrangements**

Cllr Richard Britton

11 **Forward Work Plan** *(Pages 11 - 14)*

To note the forward work plan

12 **Member's Questions** *(Pages 15 - 16)*

To note member's written questions

13 **Future meeting dates**

To note the future meeting dates below:

- Thursday 10 June 2021
- Thursday 16 September 2021
- Thursday 16 December 2021

Part II

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

None

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Wiltshire Police and Crime Panel

MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL

ON-LINE MEETING HELD ON THURSDAY 4 FEBRUARY 2021

Present:

Cllr Junab Ali, Cllr Abdul Amin, Mamie Beasant, Cllr Alan Bishop, Cllr Richard Britton (Chairman), Cllr Brian Mathew, Cllr Tom Rounds, Cllr Jonathon Seed and Cllr John Smale

Also Present:

Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Clive Barker – OPCC

119 Apologies for Absence

Apologies were received from Cllr Ross Henning – Wiltshire Council and Anna Richardson – Co-opted Independent member

120 Declarations of interest

There were no declarations of interest

121 Chairman's Announcements

The chairman explained that he intended to consider the results of the PCC's consultation on the precept before the precept paper itself

122 Public Participation

There was no public participation

123 **Formal consideration of PCC Precept proposal**

The Commissioner outlined the report on the consultation process which sought to provide the Police and Crime Panel (PCP) with a summary of the PCC's public consultation and the public's view on the proposed £15 a year, per household, increase in the policing precept on a band D property.

Points made included:

- The public consultation on the policing precept began at 11am on Tuesday 5 January 2021 and closed on Tuesday 2 February.
- The consultation strategy was built on experience in recent years and the increased public awareness. This year, the priority had been to direct all consultation responses through a short and simple survey. The survey consulted on views on the proposed increase, priorities and age/location of those taking part.
- A range of channels were used to raise awareness and encourage completion and feedback, including; high-profile media campaign launching the precept proposal, social media awareness campaign, video setting out the proposal, community messaging, engagement with local media and press statements, PCC and D/PCC virtual engagement with local communities at area boards and parish councils in January.
- Despite the response rate being down on last year, the Commissioner was pleased with the response from the public and the comments received. In total, 1526 responses to the consultation were received.

The PCP were concerned re the low response rate and hoped that the OPCC would look into how the response rate particularly amongst young people could be improved for future consultations.

Clive Barker - Chief Finance Officer outlined the Proposed Precept for 2021-22 report.

Points made included:

- That in January 2021 the PCP were presented a report that identified the initial thinking on the 2021-22 budget and the draft MTFs (Medium Term Financial Strategy).
- The paper identified that whilst overall funding levels had been announced no specific information had been received, this remained the case.
- During January more information had been released on the Local Council Tax support grant and the Local Tax Income Guarantee for

2020-21. Information on these was included in the paper however there remained great uncertainty surrounding their implementation.

Central Grant

- That as detailed in the January paper the grant for Wiltshire had risen by £3.383m to £72.944m (excluding Pensions Specific Grant). This was Wiltshire's portion of the £415m provided by the government to fund nationally an additional 6,000 officers. No funding had been provided to finance any inflation or growth pressures.

Local Funding Grants

- That Local funding was the sum of the precept plus collection funds.
- With the pandemic and higher unemployment the cost of local support had increased. This and a reduction in payments, which in the long term may be collectable, had led to deficits being forecasted.
- To assist precepting authorities the government had proposed two financial support schemes.

The OPCC advised that the savings contained in the report were achievable.

Cllr Abdul Amin raised concerns that the precept continued to be raised year on year and that many residents living in his ward in Swindon could not afford the increases.

The Commissioner advised that local MPs had shown little appetite to fight Wiltshire Police's corner re its lack of central government funding. Only one MP had shown any interest in pursuing this issue.

It was agreed that the Commissioner would consider the level of policing in Cllr Amin's wards in Swindon and update Cllr Amin directly on this matter

It was agreed that the OPCC would provide details of the Top slicing costs of membership support to Cllr Jonathon Seed

Decision

- **That the PCP supported the Commissioner's precept proposal to increase council tax by £15 per annum (6.9%)**

The Chairman thanked the Panel members and Commissioner for their input in the discussion

124 **Forward Work Plan**

The 2021 Forward Work Plan was noted

125 **Future meeting dates**

The next meeting of the Police and Crime Panel will be on Thursday 18 March 2021 at 10am

Future meeting dates were:

- Thursday 10 June 2021 – 10am
- Thursday 9 September 2021 – 10am
- Thursday 9 December 2021 – 10am

126 **Close**

(Duration of meeting: 10.00 - 11.00 am)

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

Press enquiries to Communications, direct line (01225) 713114/713115

Police and Crime Panel

18th March 2020

Quarter 3 -2020/2021

Performance Overview – by exception

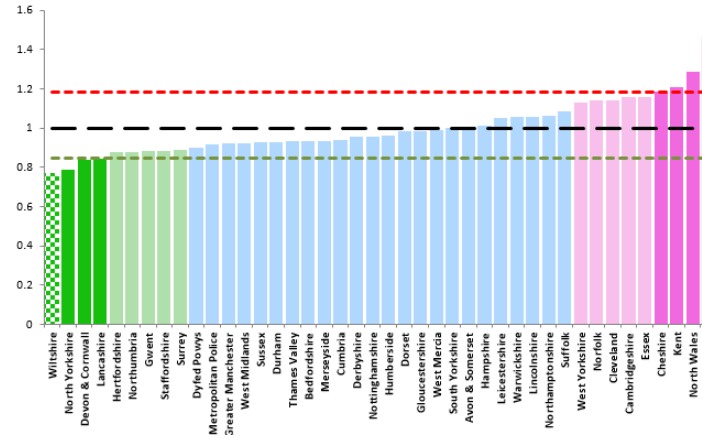
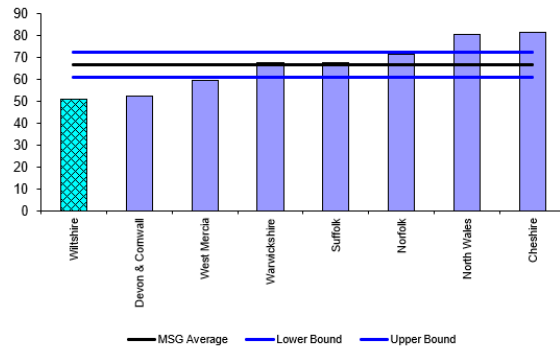
Priority One: Prevent crime and keep people safe

Crime Volume

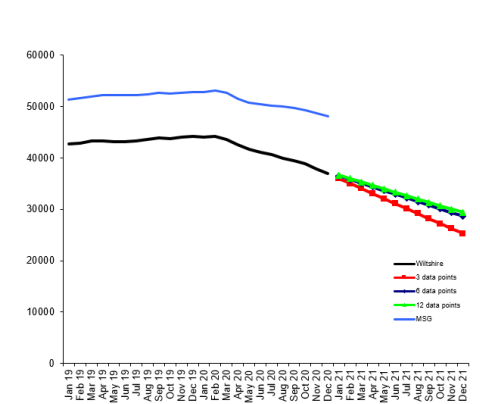


Wiltshire and Swindon
pcc

iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents
Wiltshire
Crimes
01 Jan 2020 - 31 Dec 2020



iQuanta Projection Chart - Rolling 12 Month Crimes
Wiltshire
Crimes
01 Jan 2019 - 31 Dec 2020



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Executive Summary (reporting period 12m to Dec-20)

- Volume of Crime for Wiltshire is reporting the lowest nationally and within our most similar group
- 51.1 crimes per 1000 residents significantly below the Most Similar Group(MSG) average of 66.5
- Average reported national decrease is 7.8%; South West Region average reduction of 9.2%; MSG average reduction of 9.1%. Just four forces nationally reported an increase within the same time period
- Wiltshire Police reported a 16.5% reduction in volume of crime for the 12 months to Dec-20 compared to the previous 12 months, 8.7% higher than average national increase
- Wiltshire's crime commission is demonstrating a long term decreasing trend with significant reductions in the following crime groups; theft offences, arson and criminal damage, burglary, vehicle offences, robbery and possession of weapons
- All crime groups are being observed through a weekly covid-19 monitoring board to ensure any appropriate actions regarding the changes in our crime volumes. With monthly exceptions being raised through our Vulnerability and Force Operations Board as part of our performance governance
- Crime recording compliance for Oct-20 was 94.2% , this is the highest monthly figure since starting monthly recording in April 2019
- Positive Outcome rate for the rolling 12 months to December-20 is 16.7% and demonstrating an overall increasing trend

Hate Crime



Wiltshire and Swindon



- Volume of Hate Crime (PCP Measure)



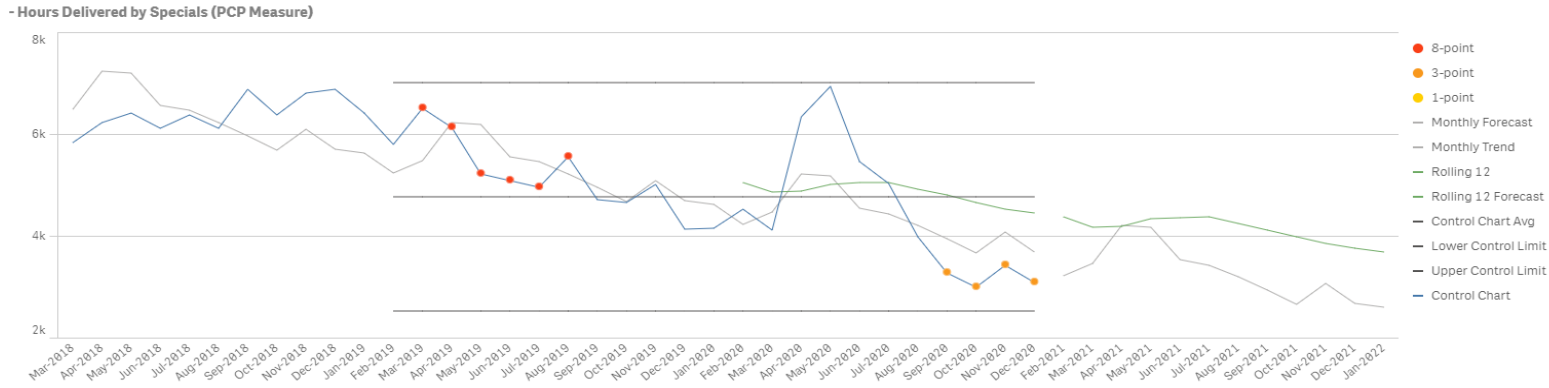
HATE CRIME CONVICTION RATE	YTD Q4 2019/20 (rank)	YTD Q1 2020/21 (rank)	YTD Q2 2020/21 (rank)	YTD Q3 2020/21 (rank)
NATIONAL (All HC)	85.3% ↑	84.6% ↓	86.2% ↑	87.1% ↑
Dorset (All HC)	81.1% (38)	79.2% ↓ (40)	82.4% ↑ (40)	86.7% ↑ (29)
Hampshire (All HC)	83.1% ↑ (32)	84.5% (25) ↑	86.4% ↑ (25)	88.9% ↑ (19)
Wiltshire (All HC)	94.2% ↑ (1)	90.9% ↓ (4)	88.9% ↓ (15)	95.2% ↑ (1)

Executive Summary

- In quarter 3 of 2020/21 there were no statistically high volumes highlighted, from Oct-20 to Dec-20 all monthly volumes reported were below average. The 12 month detection rate to Dec-20 is 20%, a rise of 3.5% compared to the previous quarter
- CPS data for quarter 3 recorded a 95.2% conviction rate; significantly above the national average of 87.1%, and top performing nationally. This is an area that we are consistently performing well in
- Hate Crime Advisors – There are now 109 trained Hate Crime Advisors in Wiltshire Police, an additional 20 since the last quarter. The new PCSO intake in Jan-21 were trained as part of their standard training
- Scrutiny of Hate Crime Investigation Standards - Wiltshire are establishing an internal scrutiny panel to enable files to be reviewed for quality assurance of investigative standards. Plans for this are on-going, particularly looking at a cohort of sergeants for this panel
- There is active engagement in the Wessex area CPS scrutiny Panel, reviewing Cases from different force areas and where appropriate are fed back into force
- The external scrutiny panel has made steady progress. Wiltshire have reached out to colleagues from neighbouring forces and received useful guidance. Wiltshire's tactical lead for Hate Crime has sat at two CPS external scrutiny panels, giving excellent insight into how the process can be managed. An initial core group has been identified to support this panel and plans are now being driven to pull this together for Wiltshire
- Late last year there were conversations at the regional meetings regarding Hate Crime and the offer of an external force to come into Wiltshire and give impartial feedback using a case of dip sample. Unfortunately due to the response to Covid-19 and the restrictions it places upon personnel the conversations of this offer has not been taken forward at this time. When the opportunity is presented again Wiltshire will welcome the opportunity of this support from another force



Special Constable Hours Deployed



Executive Summary

- Hours Delivered by Specials showed a four month statistically low volume from September to December 2020. Also reflected in the Local Policing hours delivered by specials.
- Although we are seeing these reductions 53,370 hours were committed by the Special Constabulary last year, equating to 27.8 FTE officers. A significant contribution by those members.
- Op Uplift continues recruitment and gives opportunity to those specials seeking to become a regular, impacting on the headcount of specials and inevitably those hours deployed
- As a force we continue to proactively housekeep our inactive special constables and currently have 118 active specials
- Recruitment Update: 41 candidates have passed and 7 failed assessment. Candidates group discussions were booked in for the 22nd and 23rd of February resulting in 36 candidates. 15 reserve and 3 deferred candidates from the April/June intake and 18 candidates contacted to enquire whether they would like to re-join the process. For the April intake 10 candidates will be appointed by 05/03/2021 ready for the April start
- There are around 10-12 new special constables starting every 10 weeks from the 12/04/2021 aligning to the new Policing Education Qualifications Framework (PEQF) training programme.
- Following recent recruitment Wiltshire now have a backlog of Special Constables that will see us well into 2022
- This are quite considerable numbers that do impact on the organisations infrastructures – with each volunteer comes a training programme, body worn video, personal protection equipment, tutorship with a regular officer, laptops, software packages and so on. The cost of this to the organisation is estimated around £6043 per special officer.



Call Answers Rates

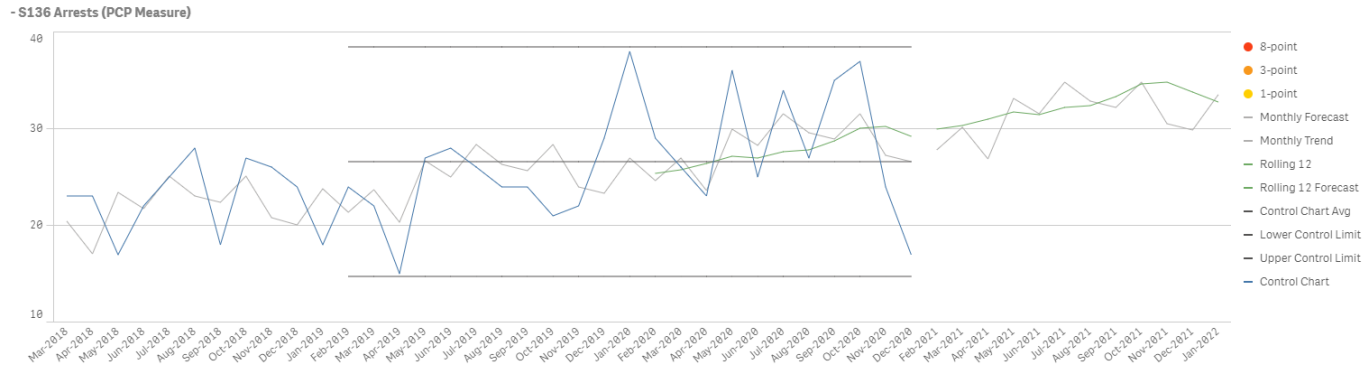


EXECUTIVE SUMMARY

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- Staff in the Crime and Communication Call Centre continue to work over several sites to ensure social distancing measures continue to be adhered to and ensure the safety of staff whilst carrying out their duties
 - Additional covid-19 secure measures have been assessed for staff to return to one site and are now being implemented. Dates are set to return to one room; 15/3 for 101 and CRIB and 29/3 for 999, with high confidence for achieving those dates
 - Until such time working arrangements do continue to impact operators ability to monitor incoming calls and wait times. Impact factors include the need to travel between sites, shielding staff that have to work from home contribute to team workloads but are unable to answer calls, wallboards for monitoring calls are only available at the headquarters site, split supervision between sites and a remaining IT integration fault that cannot be resolved causing calls to hang between sites. All of which will be resolved once returned to one site
 - However, the recruitment of additional supervisors is proving positive when regarding performance over the last quarter
 - There is a six month ongoing IST upgrade work planned in which will disrupt service periodically; however fallback systems are in place to minimise these disruptions. As part of this work one senior operator and one supervisor are required for abstraction to deliver the core upgrade work. Once completed, this work will create a more stable and functional platform better able to support digital contact streams and the proposed new CCC target operating model.
 - The average CRIB abandonment for Quarter 3 was 8.7% a reduction of 4.7% from the previous quarter. The CRIB average wait to answer was 1m36secs a reduction of 44 seconds
 - ACC Deb Smith continues to hold a monthly Gold meeting to monitor call performance. Increased wait times and abandonment have previously effected Victim Satisfaction with ease of contact, which continues to be closely monitored and at present remains high
 - 999 average wait to answer for Quarter 3 is 8.6 secs, and although considered statistically exception is inside our service level agreement of 10 seconds
 - 999 call taking continues to be effected by staffing issues due to police officer recruitment and at present is being backfilled with the use of overtime. Newly recruited operators become independent call-takers imminently with further recruitment planned for March-21 (8 candidates) June (6 candidates) and August (6 candidates). These recruitment plans are designed coincide with operators becoming independent call-takers as the summer demand is expected

Priority Two: Protect the most vulnerable in society

Section 136 Arrests



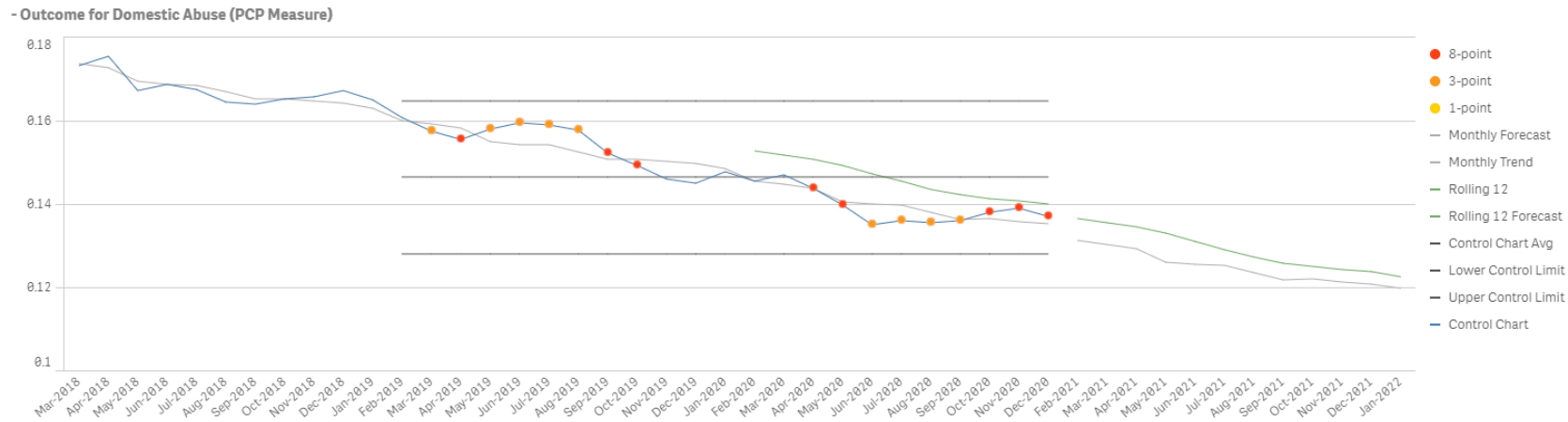
EXECUTIVE SUMMARY

- S136 arrests volumes have experienced significant decline during the months of Nov-20 and Dec-20 with both months sitting below the average of 26.5.
- Whilst overall numbers of mental health incidents remains a steady demand on the force during COVID, levels of acuity remains higher compared to pre-covid times but not at the same levels seen during the peaks in 2020.
- Approximately 40% of all S136s during Q3 involved service users displaying psychotic symptoms rather than suicidal ideation
- Places of safety current capacity is good, however there are ongoing challenges with spaces being used for those from BNSSG. With one incidence in November when there was no space in Bluebell place of safety
- CCG has completed it's modelling data analysis to help determine level of resources required to deliver services in the next 5 years. Whilst the model delivers data on resources required for varying degrees of increasing demand, what still can't be quantified is the actual increase in MH demand due to covid. Covid is a unique event and it is yet to be seen what effect this will have on the mental health of the nation. Repeated lockdowns have shown that the increase predicted by some has not materialised; the area of concern is what will happen once the pandemic is over and the population is left to deal with the economic and social consequences
- Whilst an increase in suspected suicides was seen at the start of the pandemic (little evidence to link this directly to covid, by Q3 the numbers had returned to normal levels, in fact showing a decrease on the level for the same period the year before
- 9 Mental Health tactical advisors have been launched at local level. CPT officers have contact with their local advisor and feedback on this support is positive so far. Wiltshire are putting plans into training additional officers in this tactical advisor role and once training is complete a more formal and force wide launch will be planned.
- Wiltshire Police have one dedicated Community Engagement Demand Management Officer that works to support people with Mental Health issues. The role has been reformed to offer support to staff across the organisation in the management of individuals with MH needs as well as directly working with a

Priority Three:

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

Outcome for Domestic Abuse



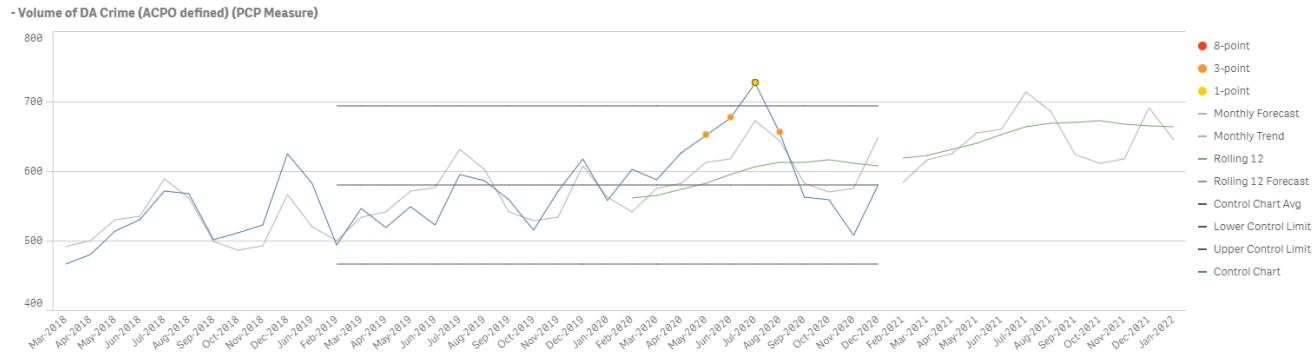
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EXECUTIVE SUMMARY

- This is a new measure added to the Police and Crime Plan Scorecard during the 2020 refresh
- The outcome rate for Domestic Abuse for the 12 months to Dec-20 is 13.7% and the overall trend is showing a decline. For the past 9 months the outcome rate has been between 13.5% and 14.3%
- Through the Vulnerability and Force Operations Board outcome rates for crime groups and Community Policing Teams is monitored on a monthly basis with the aim to improve our overall investigation standard and outcomes for victims of crime
- Wiltshire Police have now established an arrest scrutiny panel which now sits and reviews the DA arrest rate to identify areas of improvement, which dovetails into the Vulnerability and Force Operations board chaired by both ACC's to drive local performance management and monitoring with a feedback process to officers regarding decision making
- The most recent DA arrest panel examined 160 DA related crimes over the last 8 month (April-November 2020). The actual arrest rate is the cases examined was 39%. In the panel's view 45% of the 160 DA cases should have resulted in arrest
- The next arrest rate audit will be including the breakdown of CPT areas to add more depth in our understanding and give more value to our feedback



Volume of Domestic Abuse



EXECUTIVE SUMMARY

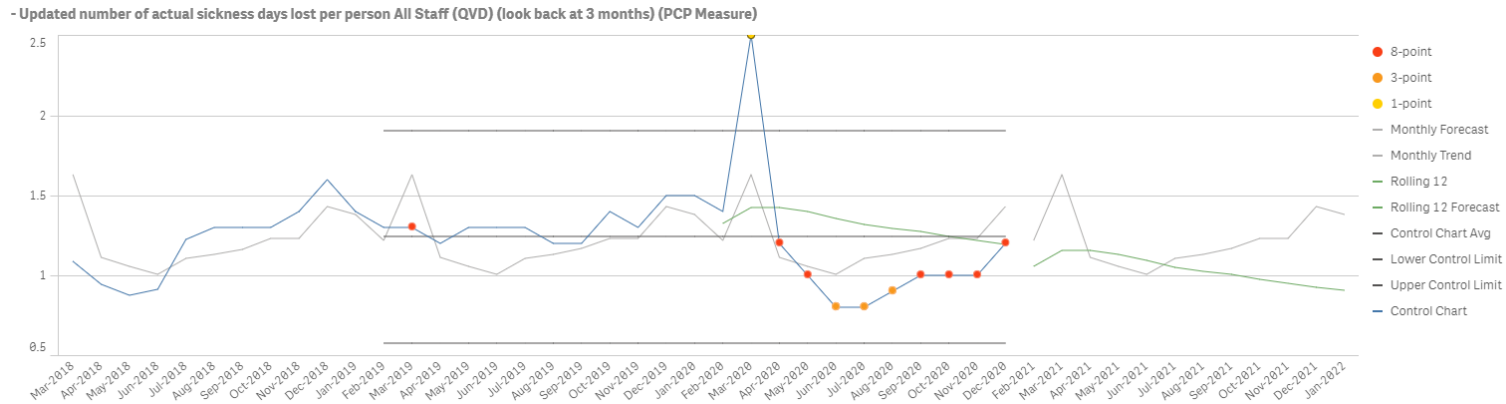
- The long term trend for Domestic Abuse crime in Wiltshire continues to increase in line with the national trend. In quarter 3 volumes of Domestic Abuse reduced to below average volumes
- For Domestic Abuse to Oct-20, Wiltshire is reporting as in line with peers within the most similar group (MSG)
- Concerns has been raised through the Vulnerability and Force Operations Board regarding the possible hidden risk in recent reductions and if any operational response to mitigate risk. In the latest board meeting new covid funding was raised and whether DA could be considered as part of this funding. Business leads are bringing a case together for consideration
- In recent months ACC Mark Cooper has initiated a monthly meeting to progress the forces focus on the National Vulnerability Action Plan (NVAP). A co-branded product from the National Police Chiefs Council (NPCC) and the College of Policing (COP). The plan focuses on 7 strands; the aim of this revised plan is to focus on common themes that span the range of different types of vulnerability: from first response and initial investigations to victim care, first line supervision and leadership
- The Vulnerability Action Meeting meets monthly with a standing agenda item to promote awareness and encourage reporting by victims
- Domestic Abuse repeat victims continue to demonstrate an increasing trend which have contributed to the rise in overall Domestic Abuse volumes. This is where an individual has been a victim 5 or more times in the last year. This gives reassurance in public confidence to report
- Some of our highest repeat victims have very complex needs and are receiving support from several agencies and are often monitored through the MARAC.
- There has been no consistent pattern in the impact of lockdown on DA Crime within Wiltshire. Compared to the high volumes experienced in the first lockdown, DA crime within the latest lockdown (06/01 to date) shows that DA crime within Wiltshire has remained below average. Despite increases across the period, volumes remain low. The week ending 28/02/21 has in fact seen a drop in the volume of DA crime to an exceptional low of 100 DA crimes. This exceptional low was noted within Swindon in particular however the overall reduction in DA crime is recorded in both Swindon and Wiltshire



Priority Four:

Secure a quality police service that is trusted and efficient

Number of Actual Sickness Days lost per person



EXECUTIVE SUMMARY

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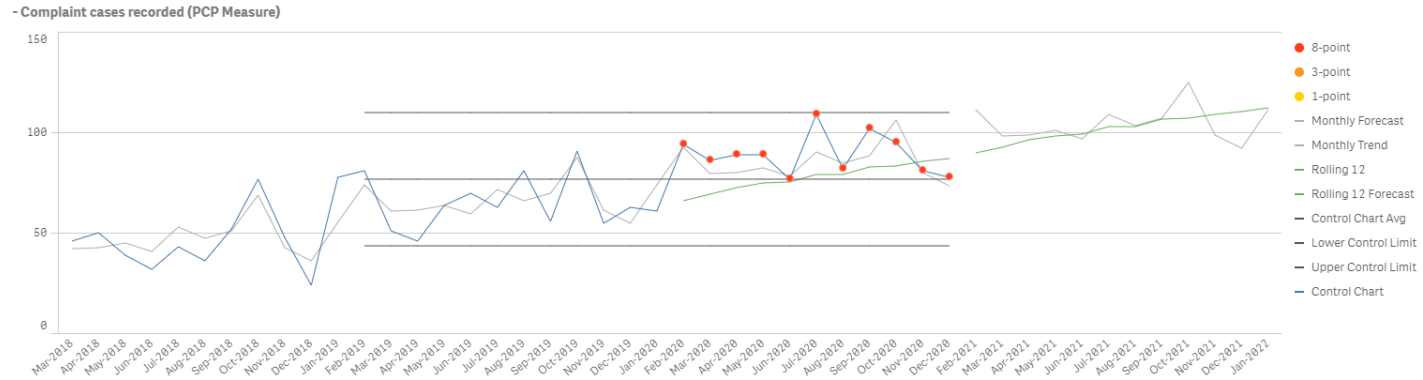
For Quarter 3 the was an average of 1.06 sickness days lost per person. An increase is present over the last two quarters but is in line with expected seasonal increases

As of the 03/03/2021 718 people (including specials, volunteers, support staff and police officers) have received their first Covid-19 vaccination and in very few cases adverse reactions have been reported

- For the period ending Jan-21 compared to the previous 12 month, Police officers have reported a 29% reduction in psychological disorders whereas Police staff have reported a 18% increase
- In recent months support staff have been reporting increases in psychological disorders with a significant rise in bereavement distress. This rise is also being reported by police officers however, not as significantly as support staff. With the impact of Covid-19 restrictions, family and friend support networks may not be possible in these challenging times. Bereavement support packs and communication have been circulated to all members of the organisation produced by Occupational Health and our Wellness Delivery Manager
- Health assured is an external counselling support service offered to Wiltshire Police staff and officers. In the 12 months to Jan-21 247 individuals have contacted this service with over 50% relating to mental health. Most of which related to anxiety and low mood. We are underway to obtain the previous 12 months data to understand trends
- Pro active work continues around monitoring the Forces sickness which includes preventative interventions such as risk based medicals, trends and hot spot areas and reports back to various meetings including the Strategic People Board and the People Intelligence Board



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



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EXECUTIVE SUMMARY

- In Quarter 3 2020/2021 there were 254 complaints recorded, with an average of 94.7% across quarter two being recorded within 10 working days
- For Quarter 3 it took an average of 3.3 days to record complaints, 6.7 days inside the 10 working days recommended by the Independent office for police conduct
- The recording of complaints has been through recent legislative changes. As a force we have been working to bring ourselves in line with the changes. New measures were signed off by my office earlier this year

Volume of dissatisfactions received into force
% Dissatisfactions Recorded within 10 working days
Dissatisfactions Cases Logged (OPCC)
Volume for Services Recovery (OPCC)
Finalised Service Recovery (OPCC)

- Development within our data tool Qlik Sense is still on-going and are expected to be completed at the end of April

Community Policing Model Resource Measures

Resource Measures



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

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

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

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



Resource Measures



Measure	Quarter three
CPT Establishment	460 police constables (staggered through Uplift and precept, anticipate reaching this figure in March 21) 131 police community support officers
Percentage of CPT 'at work'	70.8%
Percentage of police constables in CPT 'available to respond'	68.7%

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

It has been a difficult quarter for resources within CPT, however this has remained just over 70%.

This has been influenced by the increasing COVID trends across the County and an increase in non-COVID sickness linked to both seasonality and psychological disorders.

CPT have lost the capacity of 87 posts across CPT over quarter three to short and medium-term sickness and annual leave.

Removing uplift vacancies increases the percentage 'at work' to 75%, and the PCs in CPT 'available to respond' to 78.3%.

CPT Response and Neighbourhood Measure Breakdown by Location



	CPT RESPONSE AND NEIGHBOURHOOD MEASURE										DEMAND REDUCATION AND DEPLOYABILITY	
	FTE Budget	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level Includes CPT Response and Neighbourhoods	Number of PC allocated to Community Investigation Team	PC's allocated to respond to 999
Swindon CPT	281.5	70	34	6	6	3	10	34.4	93	66.8%	3	68.9%
RWB CPT	41	26	3	1	0	0	3	3.6	11	74.1%	0	82.2%
Chippenham CPT	67		10	2	1	0	3	7.8	24	64.5%	1	60.8%
Trowbridge CPT	89	25	10	1	0	2	3	12.2	28	68.3%	1	63.5%
Warminster CPT	46		2	1	0	0	3	5.1	11	75.9%	0	80.4%
Devizes CPT	57	2	3	2	1	3	0	7.2	16	71.6%	1	60.3%
Amesbury CPT	46.5	36	4	1	0	0	4	5.2	14	70.5%	0	73.5%
Salisbury CPT	75		5	1	0	0	4	8.9	19	74.8%	0	71.5%
PCs - Proactive Unit	29	0	2	0	0	0	0	0.6	2.6	91.2%	0	0.0%
CIT	16											
TOTAL	748	159	73	15	8	8	30	85.0	218	70.8%	6	68.7%

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CPT Response and Neighbourhood Measure Breakdown by Role



FORCE	FTE Budget	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	51	9	0	2	0	2	6.6	20	61.6%		
PC (Response)	372	29	11	3	5	17	45.6	111	70.3%	6	68.7%
SGT (CPTN & R)	68	5	0	0	1	2	8.9	17	75.1%		
LCI	80.5	12	3	1	0	5	13.5	35	57.1%		
PCSO	131.5	16	1	2	2	4	9.8	34	73.9%		
PC (Proactive)	29	2	0	0	0	0	0.6	2.6	91.2%		
CIT	16										
TOTAL	748	73	15	8	8	30	85	218	70.8%		
	Number	Hours (Sep-Dec)		Hours per person per							
Specials	159	7922		16.61							

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Resource Measures



The number of Specials now stands at 159 compared to 181 last quarter. An intake of Special Constables is planned for April 2021.

The number of hours contributed for the third quarter exceeds the required 16 hours per person, at 16.6 hours.

For this quarter's report, the Proactive Unit has been removed from CPTs as they are not uniquely assigned to an area and will operate across the County in supporting local policing. This is the Unit named 'Fortitude' which will see an increase of 16 officers during 2021.

Both Swindon and Chippenham are soon to receive new students from the first PEQF intake which should address their larger vacancies and subsequent resource levels

To the right shows resourcing for some areas outside CPT, which again shows a reduction due to the increased annual leave, along with COVID and non-COVID related sickness.

Department	Budget FTE	% at work
Contact Management	206.75	61.1%
Crime Standards and Justice	168.24	78.1%
Specialist Operations * officers	93	68.2%
Dogs	13	79.0%
Firearms	60	68.6%
Roads	25	67.8%
PPD and Safeguarding	153.69	69.6%
Geographical Crime (CID /CIT)	105	71.0%
Intelligence	106.19	77.4%

Operation Uplift

Operation Uplift Update



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

Wiltshire has been allocated 49 extra officers by March 2021. High level assumptions continue to be made on financial and workforce plans for beyond March 2021, which suggest a total number of 147 extra officers by March 2023.

In order to achieve the uplift numbers, in addition to maintaining the numbers required due to officers leaving the organisation, Wiltshire will be required to recruit approximately over 400 officers up to March 2023. It is estimated at this stage that one in eight applicants get through the process, resulting in needing approximately 3,200 applicants for police officer jobs in Wiltshire

Uplift Recruitment Plan



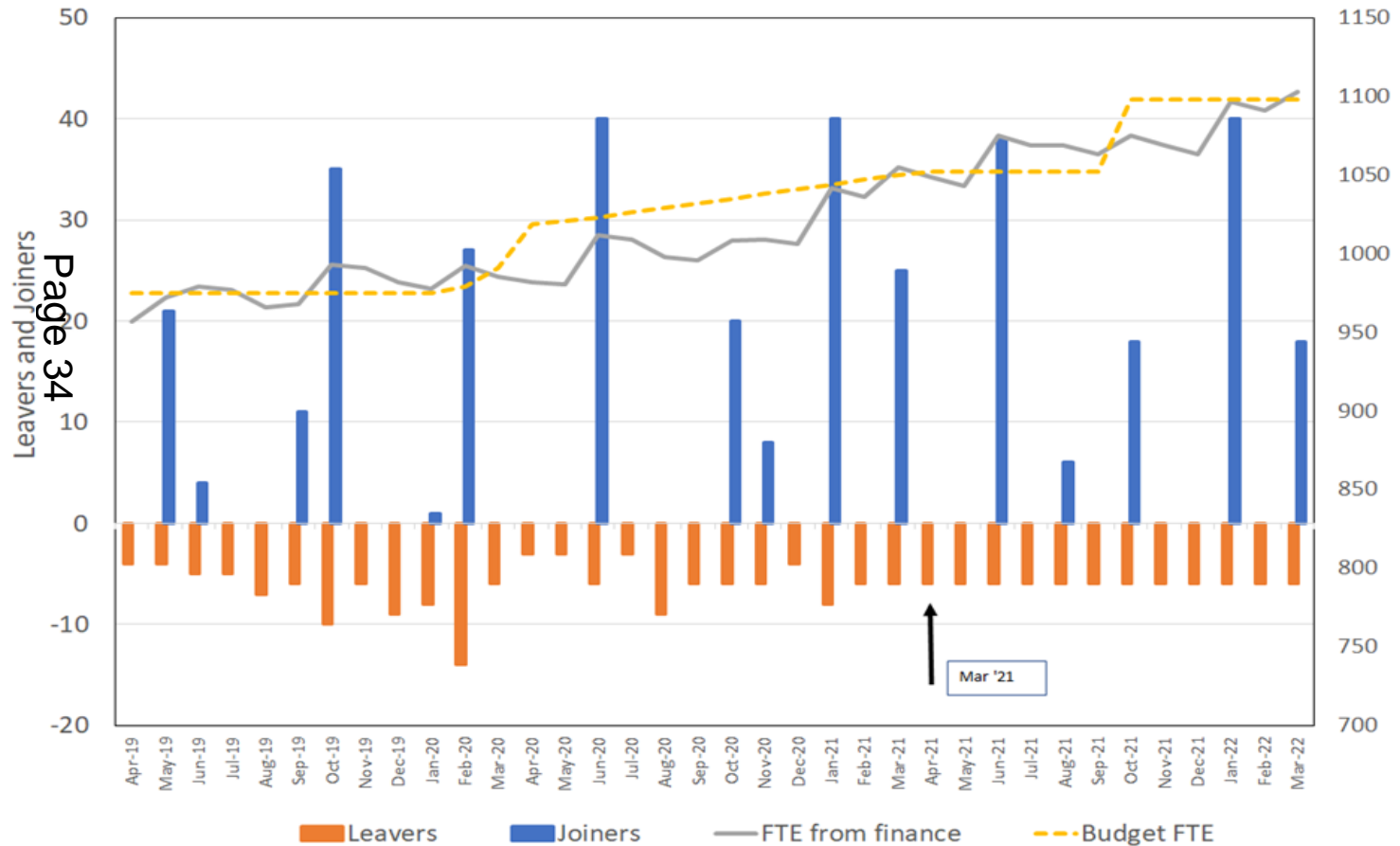
Start Training	Officers	Landing in teams	Finish Tutorship
Jun-20 (first PEQF)	40	Dec-20	Mar-21
Oct-20	20	Apr-21	Jul-21
Jan-21	40	Jul-21	Oct-21
Mar-21	20	Sep-21	Dec-21
Jun-21	40	Dec-21	Mar-22
Oct-21	20	Apr-22	Jul-22
Jan-22	40	Jul-22	Oct-22



Uplift Recruitment Plan



Uplift Recruitment Plan



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

This brings in the projected number of officers in at 1103 against the budget of 1098.

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

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

Uplift Recruitment – Equality, Diversity and Inclusion



Having a Police Force which is reflective of the community it serves is a vital pillar of British Policing. The planned 20,000 uplift in police officer numbers announced in 2019 offers policing a once-in-a-generation opportunity to dramatically improve the diversity of its police officer workforce

Wiltshire Police's Equality, Diversity and Inclusion Team have been extensively supporting protected characteristics which are under-represented within the organisation (Ethnic Minorities and/or Female) and carrying out a range of support mechanisms from explaining what Policing is about at engagement events, to outlining and supporting the process of the SEARCH assessment to applicants

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

Wiltshire aims to recruit in line with the demographic breakdown of our communities which is 5.5% and is working to create a welcoming and inclusive campaign for new Police Officers in May 2021.

Uplift Recruitment – Training and Assessment



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

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

Currently there are 60 officers in training, which includes 20 from the October 2020 intake and 40 from the intaker in January 2021.

Wiltshire currently has a pool of candidates which should fill intakes until January 2022. The new campaign this year will provide enough students to take recruitment through to October 2022, therefore an additional campaign will be required to complete the Uplift Programme

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

Meeting	Police and Crime Panel
Date	18 March 2021
Report Title	PCC Risk Register
Presented by:	Angus Macpherson, Police and Crime Commissioner
Author:	Kieran Kilgallen, Chief Executive

1.0 Purpose of Report

1.1 To update the Police and Crime Panel on the PCC Risk Register.

2.0 Introduction and Background Information

2.1 The risk register is aligned to the lifespan of the Police and Crime Plan (2017-2022) and has been reviewed and updated as at 1 February 2021. This version was reported to and discussed at the OPCC Executive Leadership Team (ELT) meeting on 18 February and the Commissioner's Monitoring Board (CMB) meeting on 24 February where it was still considered to reflect the current risks.

2.2 All risks are split into two categories – they are either inherent risks and will remain on the register regardless of score, or topical risks which will be removed when they have a score of 10 or under. This will assist in ensuring focus remains on current risks and what additional mitigations or plans are needed to reduce the score and thus remove the risk from the register.

2.3 The register is a dynamic document and is intended to capture live management of risk and mitigation, rather than being a record of all possible risks.

2.4 The register is reviewed on a monthly basis with a summary report on all major and moderate risks reported to meetings of CMB. A full report is submitted to CMB and the OPCC ELT prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. The full risk register is considered at monthly meetings of the OPCC ELT. The Commissioning and Policy Officer has responsibility for the day-to-day management of the register.

2.5 Owners for each risk are identified and they are responsible for providing updates on mitigation and score.

2.6 The risk appetite remains at 30.

2.7 The PCC Risk Register is attached at Appendix A.

2.8 Attached at Appendix B is a glossary setting out the meaning of the acronyms used and the scoring brackets for identifying risks as high, moderate, acceptable or minor.

3.0 Summary of Risks

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

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

3.3 Table 1 and Table 2 are reported to CMB on a monthly basis.

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

		IMPACT				
		25	50	75	100	125
LIKELIHOOD AND CONTROL	20	40	60	80	100	
	16	32	48	64	80	
	15	30	45	60	75	
	12	3 (24)	36	48	60	
	10	20	30	40	50	
	9	6 (18) 7 (18) 9 (18)	14 (27)	36	45	
	8	16	1 (24)	12 (32)	40	
	6	12	18 (18) 13 (24)	8 (24)	30	
	5	10	15	20	25	
	4	8	11 (12)	1 (16) 6 (16)	20	
	3	6	9	12	15	
	2	10 (4) 4	3 (6) 5 (6)	4 (8) 2 (8)	10	
	1	2	3	4	5	

Table 1: Risk Number and Scoring Matrix

Risk	Description	Owner
T12	Impact of Covid-19 on policing and criminal justice	PCC
T14	Impact of Covid19 on health and wellbeing of OPCC and Force workforce means P&C Plan is not delivered	PCC/CC
I8	ICT services are not resilient and transformational to support effective and efficient policing	CFO
T1	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	PCC/CFO
T3	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	CC
T13	Reduced resources in 2020-21 impacting baseline and ability to deliver a policing service	CFO
I6	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	PCC/CC
I7	PCC estate fails to enable effective and efficient policing	PCC
I9	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	CX

Table 2: Risk Number and Description

4.0 Key Risks to Consider

4.1 *Risk T12: Impact of Covid-19 on criminal justice capacity and backlog*

The Criminal Justice Board, which is chaired by the Commissioner, leads on the recovery of the criminal justice system and is linked into the Local Resilience Forum and recovery groups. A Wessex CJS Recovery Group meets weekly and all CJS partners at senior levels are represented. The magistrate backlog has significantly reduced which when this risk was reviewed in January resulted in the likelihood reducing from 4 to 3 and a reduced overall score of 32.

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

This risk was first recorded on the risk register in November 2020 during the second lockdown (overall score of 12). The overall score increased in January (to 18) and again in February (to 27) to recognise the impact of the third lockdown and the pressures of homeschooling. There continues to be regular communication to staff on the importance of good mental health and the services that are available to staff through the Occupational Health Unit. Where possible, staff may be able to work their hours flexibly to assist with homeschooling.

4.3 *Risk I8: ICT services are not resilient and transformational to support effective and efficient policing*

ICT services are due to transfer from Wiltshire Council by 31 March 2021. Progress on this huge piece of work is being made but it has been identified that not all services may be ready to be transferred by this date. A 30 day contingency has been agreed with Wiltshire Council for those services not transferred in time. This risk remains at an overall score of 24.

- 4.4 *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire*
The score is maintained at 24. The review of the Funding Formula has been delayed as a result of Covid19 but there is no indication yet on when this will now take place.
- 4.5 *Risk T3: Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN*
The scoring of this risk is maintained at 24 as new national guidance and a full business case is still awaited. Wiltshire has agreed to take on the assurance role (potentially from April 2021) which will provide greater insight into emerging issues.
- 4.6 *Risk T13: Reduced resources in 2020-21 impacting baseline and ability to deliver a police service*
The financial settlement was announced in December and following the review of this and the drafting of the Medium Term Financial Strategy, this risk was reviewed in January and the control reduced from 4 to 2. This has resulted in an overall score of 18 which was maintained when reviewed again in February.
- 4.7 *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*
Good and effective partnership working is in place as a result of some of the cells which were established a result of Covid. This risk will be reviewed following publication of Local Authority budgets.
- 4.8 *Risk I7: PCC estate fails to enable effective and efficient policing*
Following a review of this risk in January, the likelihood was increased from 2 to 3, resulting in an overall score of 18. The increased score is to recognise that proposals for Covid secure accommodation post March 2021 are still being progressed. This risk will be reviewed again once a way forward is identified.
- 4.9 *Risk I9: Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits*
Scoring is maintained at 18 and the risk continues to be monitored through the Tri-Force and regional collaborations operations and strategic boards.
- 5.0 Future Reviews of Risk Register**
- 5.1 This report and version of the Risk Register will also be considered at the Joint Independent Audit Committee meeting scheduled for 25 March.
- 6.0 Staffing Implications**
- 6.1 Any staffing implications are set out in the associated risk(s).
- 7.0 Financial Implications**
- 7.1 Any financial implications are set out in the associated risk(s).
- 8.0 Legal Implications**
- 8.1 Any legal implications are set out in the associated risk(s).

9.0 Sustainability

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

10.0 Diversity Issues

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

11.0 Contribution to the Police and Crime Plan 2017-2021

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

12.0 Recommendations

12.1 The Police and Crime Panel is invited to note the content of the report and the risk register.

Appendices:

Appendix A – PCC Risk Register

Appendix B – Glossary

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

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

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	Residual Risk Score				Date Reviewed	Summary
						L	C	I	Score		
Inherent Risks											
I1	31-Jan-17	Failure to deliver the priorities set out in the Police and Crime Plan due to lack of resources or emerging threats	<ul style="list-style-type: none"> Failure to discharge role of PCC Reduced public and partner satisfaction and confidence in PCC and OPCC Damage to partnership relationships Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> P&C Plan integral part of planning cycle Quarterly reporting to the Panel on performance against plan Publication of annual report summarising progress made against priorities and P&C Plan Continue to receive 'good' grading in HMICFRS PEEL inspections CC has clear plans to deliver P&C Plan and manage performance of Force CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan OPCC Delivery Plan overseen by Chief Executive and updates PCC on progress (includes all aspects of OPCC responsibilities including commissioning of services) WCJB (chaired by PCC) has strategy and delivery plans aligned to P&C Plan - performance managed at WCJB OPCC staff working alongside force and partner colleagues to identify and resolve performance issues Integrated OPCC and Force planning cycle ensures changing demand and financial pressures are considered as part of strategic planning 	2	2	4	16	01-Feb-21	Maintain - risk and score will be fully reviewed once full year of planning cycle is completed (June 2021)
I2	15-May-17	Failure to produce a MTFS that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Unable to commission required services or provide enough funds to CC to provide efficient and effective police service Unable to deliver P&C Plan priorities Incorrect precept sought from Wiltshire public resulting in too much or too little funds being provided Look at borrowing money options – would no longer be debt free Negative impact on future budgets and reserves Impact on Wiltshire public through the services they receive and setting of the precept 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO Member of APCCs / APAC2E / PACCTS Horizon scanning database referenced Fortnightly finance meetings between PCC and CFO Continual review and update working closely with CC Collaborations / projects require financial sign-off at CMB MTFS drafted Mindful of impact of Risk T13 	1	2	4	8	01-Feb-21	Decreased (previously 16) - good financial settlement announced Dec 2020
	18-Aug-15	OPCC commissioning arrangements are not in place or are ineffective	<ul style="list-style-type: none"> Insufficient resources available Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives Failure to maximise performance Failure to secure value for money Stifle innovation and creative / effective solutions Failure to comply with legal requirements on procurement Failure to ensure commissioned agencies comply with PCC legal requirements under Equality Act 	Reputational Operational delivery Performance Legal	<ul style="list-style-type: none"> Commissioning Strategy in place Commissioning Performance Board monitors delivery of commissioning plans (linked to OPCC Delivery Plan) (including risk management and service delivery) Commissioning intentions and budget planning included in joint planning cycle, draft plans in place for 2021-22 including service reviews and recommissioning of services Partnership agreements / grant letters issued for each commissioned service outside of the police Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings 	2	1	3	6	01-Feb-21	Maintain - business as usual
I4	15-May-17	Failure by the PCC to hold the CC to account for the delivery of an efficient and effective police service that meets public expectations	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media 	Reputational	<ul style="list-style-type: none"> Fortnightly CMB meetings with CC and weekly briefings CC has clear plans to deliver P&C Plan and manage performance of Force CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan Regular review of force spend PCC/DPCC engagement with public through Area Boards and partners to understand requirement and needs Development of P&C Plan and objectives in consultation with the CC Continue to receive 'good' grading in HMICFRS PEEL inspections 	1	2	4	8	01-Feb-21	Maintain - business as usual
I5	18-Aug-15	Failure to maintain effective partnerships with criminal justice agencies	<ul style="list-style-type: none"> Justice processes become inefficient and not joined up Justice outcomes, victim satisfaction, and care declines Reduced satisfaction and confidence in criminal justice process by victims of crime Reduced public satisfaction and confidence in PCC which is likely to extend to Wiltshire Police and CJS partners 	Reputational Operational delivery Performance	<ul style="list-style-type: none"> PCC Chair of WCJB and Chair of two WCJB sub-groups WCJB Strategy, action plan and performance dashboard established and being delivered by sub-groups aligned to P&C Plan RASSO areas of performance concern across Wessex - Dorset, Hampshire and Wiltshire forces and CPS requested support from OPCCs in improving services, OPCCs commissioning external support to hold CJS partners to account (Wiltshire leading) Covid response has led to significant improvements in collaboration and joint management of CJS in Wiltshire, Wessex and nationally Links to Risk T12 	1	2	3	6	01-Feb-21	Reduced (previously 12) - Covid recovery work and governance structures likely to stay in place some time, strengthening relationships

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
16	18-Aug-15	Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	<ul style="list-style-type: none"> • Missed opportunities to collaborate / save money / provide a more efficient and effective service • Unexpected detrimental impact on the PCC's ability to deliver the P&C Plan objectives • Unexpected detrimental impact on policing affecting funding and police officer time • Increase demand on PCC and OPCC staff • Increased demand on policing services • Loss of satisfaction and confidence in relationships with partners and their decision making / consultation process • Negative reaction from the public / media 	Reputational Operational Delivery Performance	<ul style="list-style-type: none"> • OPCC building relationships through regular engagement with LAs, public, private and third sector leaders and managers • OPCC attendance at strategic boards with partners • OPCC engagement with partners and stakeholders and attendance at relevant tactical and operational boards • numerous forums for political and executives to discuss changes in service including Covid19 recovery, OPCC executive meetings and monthly meetings with MPs and LA Leaders • Fortnightly meetings of CMB discuss emerging developments with partners • Updating and monitoring of Horizon Scanning database • OPCC working to co-ordinate commissioning of services across local government, health and CJS • Additional grants awarded to local government due to Covid19 	3	3	2	18	01-Feb-21	Maintain - to be reviewed in light of publication of LA budgets
17	31-Jan-17	PCC estate fails to enable effective and efficient policing	<ul style="list-style-type: none"> • Unnecessary maintenance of surplus buildings and associated utility costs • Waste of resources maintaining surplus estate • Damage to community relationships • Negative impact on CPT and provision of local policing • Negative comments from public / local media • Underestimate estate requirement and dispose of too much estate • Sub-optimal estate provision is ineffective use of resources • Loss of opportunity to share properties and associated costs with local partners / communities 	Financial Reputational Operational Delivery	<ul style="list-style-type: none"> • PCC's Estate Strategy published and key stakeholders (including the public) notified • Estates strategy governance in place and appropriate Boards • Significant progress in delivery strategy (almost completed) • Covid19 has had positive impact on cultural benefits of remote working, these will be embraced by the OPCC / Force to ensure they remain • Negative impact of Covid19 puts pressure on available space due to social distancing requirements • CC reviewing operational requirement for short term Covid19 impact • PCC holding officers to account for delivery of strategy • Acquisitions and Disposal Board overseeing commercial aspects • Wiltshire Police Estate Board overseeing Force estate programme operations • Proposals to enable COVID secure accommodation post March are being progressed - due to requirement for investment in smaller unfit buildings planned for disposal in 2021 • Marketing strategies for smaller sites agreed at CMB • Last outstanding action in estates strategy - long term planning work for HQ has been agreed • As current Estates strategy reaches end of life a new strategy will be required in 2021 	3	3	2	18	01-Feb-21	Maintain - review after solutions for estate requirement for COVID secure post March is secured
18	15-May-17	ICT services are not resilient and transformational to support effective and efficient policing	<ul style="list-style-type: none"> • ICT vulnerable to cyber attack • ICT is out of date, fails and is unsupported • Missed opportunities of improvement technology • Impacts upon delivering P&C Plan objectives • Use of older / out of date equipment limits capability • Criticism from Government / HMICFRS and adverse media • Reduced public and partner satisfaction and confidence in PCC and OPCC 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> • ICT project delivery overseen by the Digital Programme Board with risks central to discussions • The independent accreditation review has seen a reduction in the risks open to the joint service • The introduction of the National Management Centre under NEP will bolster security • Frequent contact with national police ICT departments surrounding requirements and resilience • Cloud technology is more secure and resilient than on premises solutions • Resources identified to deliver improvements and efficiency - reviewed in line with national programme rollout • Tactical Transition Board established and meets fortnightly • Work being undertaken to finalise design of ICT operating model • Local risk registers in place for Tactical Transition and NEP projects - reviewed monthly at Digital Programme Board • Due to transfer all services from WC by 31 March 2021 - number remain outstanding some of which are high risk • 30 day contingency arranged with WC for those services not transferred in time • Weekly governance meetings taking place to oversee project, manage risk and decision making process 	3	2	4	24	01-Feb-20	Maintain - risk remains that not all services will be transferred to the Force by 31 March 2021 but contingency of 30 days has been arranged with WC
19	18-Aug-15	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	<ul style="list-style-type: none"> • Collaborative partners do not wish to pursue collaborative opportunities • Key delivery areas are compromised or do not address the requirements of PCC, Police, collaborative partner(s), or the Wiltshire public • Reduced influence of PCC to provide local accountability • Effective and efficient service not delivered • Reduced public and partner confidence and satisfaction in PCC and police • Negative reaction from the public / media • Criticism from Government / HMICFRS • Damage to partnership relationships 	Financial Operational Delivery Performance Reputational	<ul style="list-style-type: none"> • Governance arrangements outlined in all collaborative agreements • Performance, finance, and strategic risks are managed at Strategic Board • Collaborative arrangements standing agenda item on CMB • Governance arrangements have been reviewed for all collaborative agreements • Specialist operations have been brought back under local control save for Firearms Training (at Black Rock); Counter Terrorism Firearms Command; Major Crime Investigation • Quarterly meetings taking place for all collaborations • Composite funding agreement across all PCCs/Forces to be agreed • Election of new PCCs in May 2021 allows a fundamental re-evaluation of collaboration and potentially a new strategic steer. 	3	3	2	18	01-Feb-21	Maintain - funding agreement to be agreed across all PCCs/Forces

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I10	31-Jan-17	OPCC fails to meet its legal requirements as set out in various legislation including but not limited to the Police Reform and Social Responsibility Act, Specified Information Order, Equalities Act 2010, GDPR	<ul style="list-style-type: none"> Reduced public and partner satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention Damaged relationship and reputation as an employer 	Reputational	<ul style="list-style-type: none"> Membership of APCC, APAC²E, and PACCTS All HMICFRS reports considered and responded to Appropriate staffing structure in place with clearly defined roles and responsibilities SSOs ensure PCC and Executive Team are briefed on policy changes Awaiting publication of PCC Review Phase 1 	1	2	2	4	01-Feb-21	Maintain - business as usual
I11	17-Sep-18	OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies	<ul style="list-style-type: none"> Failure to deliver statutory responsibilities Failure to support the PCC to fulfil his role and responsibilities All risks in every aspect will increase 	Legal Reputational	<ul style="list-style-type: none"> Annual review of OPCC delivery demands Policy and horizon scanning for changes in PCC statutory responsibilities Discussions with PCC and partners on anticipated direction and requirement for officers Comparison of resources with other OPCCs Review national guidance (APCC/APACE) OPCC benefits from sharing support services with Force (ie. ICT, performance, information governance) OPCC resource requirements form part of joint planning with Force (PCC advised of requirement, benefits and risks enabling a decision to be made on resources required) External review of communications and engagement service for PCC proposed new model (separate teams for OPCC and Force to ensure PCC requirements are fully met) Comms restructure being developed with external support. Project plans being developed Strategic direction agreed by OPCC and Force and work will begin on detailed structure and staffing options. Existing arrangements will continue until new structures designed and consulted OPCC requirements part of joint planning cycle and reviewed annually 	2	2	3	12	01-Feb-21	Reduced (previously 18) -
Topical Risks											
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	<ul style="list-style-type: none"> PCC and OPCC failure in statutory obligations Not able to provide enough funds to Chief Constable to provide an efficient and effective police service Unable to commission required services due to reduced funding Unable to deliver P&C Plan priorities Further savings would need to be identified Reduction in reserves Reduced satisfaction and confidence in PCC and OPCC Criticism from Government / HMICFRS and adverse media attention 	Financial Legal Operational Delivery Performance Reputational	<ul style="list-style-type: none"> HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review Additional resources for policing will mitigate risk, but not resolve disparity in funding Review expected Autumn 2020 but now anticipated to be delayed One year CSR announced Nov 2020 	2	4	3	24	01-Feb-21	Maintain - review likely to be delayed as a result of Covid-19
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<ul style="list-style-type: none"> ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) Commons Public Accounts Committee has been told that ESN will be running in September 2020 Financial impact of delayed implementation on PCCs budgets and some high level costs are unknown Negative reaction from the public / media Damage to reputation of PCC, OPCC, and Force Limited control due to national programme 	Financial Operational Delivery Reputation	<ul style="list-style-type: none"> PCCs represented on HO Oversight Group National meetings taking place at which police forces are represented Situation reviewed by the Public Accounts Committee and has national profile Potential for significant cost increases Funding allocated in capital plan Wiltshire CC appointed NPCC National Lead Full business case expected in the New Year National decision taken to change covert radios due to delays in delivering via ESN programme Wiltshire has agreed to take on assurance role (approx April 2021) New costing model produced but number of unknowns remain (including what costs to PCCs will be) 	4	3	2	24	01-Feb-21	Maintain - new business case awaited

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T6	13-Feb-18	Unable to provide adequate frontline policing	<ul style="list-style-type: none"> • Decline in force performance • Decline in force morale • Damage to reputation of PCC, OPCC, and Force • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government / HMICFRS and adverse media attention • Service quality decreases and visibility falls 	Operational delivery Performance Reputational	<ul style="list-style-type: none"> • Joint planning cycle enables PCC and CC to receive outline detailed advice on resource requirements, demand and risks to ensure delivery of an efficient and effective police service • Evidence based on FMS informs integral part of planning in preparation for revised P&C Plan, MTFS and changes in policing delivery • CC has clear plans to deliver P&C Plan and manage performance of Force • CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan • Ongoing recruitment of additional 75 police officers by April 2021 and maintain PCSO numbers • Op Uplift on track to increase police officer numbers • CPT resource and officer deployability scorecard developed and used by force, PCC and PCP • Monitoring takes place to ensure minimum staffing levels in CPT remains • Increased resources available to frontline due to Covid-19, crime and demand has decreased although offset by Covid-19 incidents • Deployability has been maintained to date throughout Covid-19 	2	2	4	16	01-Feb-21	Maintain

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
T12	16-Mar-20	Impact of Covid-19 on criminal justice capacity and backlog	<ul style="list-style-type: none"> • Significant impact on BAU • Staff absences due to illness, self-isolating, or caring responsibilities • Impact on partner BAU and resources • Decline in Force performance • Failure to deliver statutory responsibilities • Delays for victims, defendants and system • Increased demand in system as holding capacity is required • Reduced service provided by those services commissioned by the PCC • Public loss of confidence in CJS 	Financial Reputational Operational Delivery Performance Legal	<ul style="list-style-type: none"> • Criminal Justice Board lead on recovery of CJS system and into LRF & recovery groups • Wessex CJS Recovery Group meets weekly to manage CJS performance (co-chaired by Wilts OPCC and Hants police) • CJS partners across Wessex at senior level are represented (PCC, Police, CPS, Courts, Probation, Prison, YOT and Legal Aid Agency) • Regular communications from PCC to CJ partners and stakeholders • Regular communication from PCC and CC to whole force three times a week (was five) • Fortnightly calls are held with all PCCs and Home Office and Ministry of Justice ministers • Plans in place responding to issues of court capacity, criminal justice backlog, local recovery plans, ensuring victims and witnesses are supported through Covid19 recovery • Resource increase negotiated to manage backlog in Wiltshire Magistrates (moved from elsewhere in South West to Wiltshire) - five additional court days a week now in place and looking to increase to six in December, anticipated Magistrate court backlog would return to pre-Covid19 levels by mid-February. Significant progress and on track to remove mag backlog in Swindon and Salisbury continuing to reduce • Courts continue to operate during January 2020 lockdown, with increased use of video courts. Crown Court backlog is at pre-Covid19 levels • Monitoring impact of wider staffing risks and ability to enable justice (HMCTS, police, NPS, witnesses and victims. Anticipated challenges if impact increases and impacts ability to delivery justice • All court capacity slightly reduced in order to reduce footfall and risk of 	2	4	4	32	01-Feb-21	Maintain - magistrate backlog significantly reduced
T13	25-Jun-20	Reduced resources in 2020-21 impacting baseline and ability to deliver a policing service	<ul style="list-style-type: none"> • PCC will have to reduce funding provided to the Chief Constable and for commissioning • CC will have to consider what services he can deliver and make difficult recommendations to the PCC which may have political ramifications • PCC will need to review these recommendations and decide on the strategic approach 	Financial Reputational Operational Delivery Performance	<ul style="list-style-type: none"> • CSR announcement made 25 Nov – no increase in general grant and no pay award for majority of staff (positive impact on funding) • MTFS produced • PCCs given flexibility to increase precept up to maximum of £15 per year for 2020-21 	3	2	3	18	01-Feb-21	Maintain – due to review of settlement and MTFS being produced
T14	26-Nov-20	Impact of Covid19 on health and welling of OPCC and Force workforce means P&C Plan is not delivered	<ul style="list-style-type: none"> • Low staff morale • Increase in levels of sickness / absences through long-term sickness • Reduced staff levels to delivery plans on page, ultimately leading to P&C Plan priorities not being delivered 		<ul style="list-style-type: none"> • Regular communication to staff highlighting importance on good mental health • Promoting services offered by OHU and how to access these • Where possible staff offered flexibility on hours worked to assist homeschooling / shielding scenarios • OPCC and Force working collaboratively to conduct regular engagement with staff (including staff survey) • Jan 2021 lockdown is significantly challenging for support staff and wider indications of increases in sickness of support staff across force and OPCC staff • Significant awareness raising of support services on offer, however mitigations linked to wider lockdown and stresses such as caring responsibilities 	3	3	3	27	01-Feb-21	Increased (previously 18) - increased likelihood due to impact of January lockdown and homeschooling on health and wellbeing

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ACRONYM	MEANING
APACE	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BAU	Business As Usual
CC	Chief Constable
CFO	Chief Finance Officer
CJ	Criminal Justice
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSR	Comprehensive Spending Review
DPCC	Deputy Police and Crime Commissioner
ESN	Emergency Services Network
GDPR	General Data Protection Regulations
HMCTS	Her Majesty's Courts and Tribunals Service
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HQ	Headquarters
ICT	Information Communication Technology
LA / LAs	Local Authority / Local Authority's
LRF	Local Resilience Forum
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
NEP	National Enabling Programme
NPCC	National Police Chiefs Council
NPS	National Probation Service
OHU	Occupational Health Unit
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
PACCTS	Police and Crime Commissioners Treasurer Society
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSOs	Police Community Support Officers
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
RASSO	Rape and Serious Sexual Offences
SSOs	Strategic Support Officers
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOTs	Youth Offending Teams

RISK KEY

risk score 30+ (Major)
risk score 18-29 (Moderate)
risk score 8-17 (Acceptable)
risk score 1-7 Minor



Meeting	Police and Crime Panel
Date	18 March 2021
Report Title	OPCC Commissioning - non-policing services
Report presented by	Angus Macpherson, PCC
Author	Naji Darwish, Deputy CEO

PURPOSE OF REPORT

1. This paper provides members with a summary of progress on commissioning of non-policing services and plans for 2020-21.

INTRODUCTION AND BACKGROUND INFORMATION

2. 2020-21 is the first full year of operation of the expanded OPCC commissioning team. This is now made up of three commissioning managers built around three core portfolios of demand and crime reduction, victims and vulnerability and reducing reoffending (RRO) and criminal justice.
3. There is also a commissioning officer, who supports these portfolios and other areas of priority identified by the PCC, and an administrative assistant. The team are also supported by the OPCC policy and governance officer who leads on the monitoring, risk and reporting of this business area.
4. The team also provide key leadership roles to deliver the Police and Crime Plan (P&C Plan) and improvement plans across the Force, Community Safety Partnerships, the Wiltshire Criminal Justice Board (WCJB) and service providers. To enable the OPCC to deliver the PCC's responsibilities to coordinate, lead and scrutinise system improvement, as directed in the P&C Plan & WCJB plan, as well being responsible for the delivery of OPCC services.
5. The team also support the wider role of the PCC and OPCC in holding the Chief Constable and the Force to account, delivering system transformation and delivering services to the public.
6. The commissioning of non-policing services has become increasingly important as the role of the PCC broadens and provides significant ability to influence and delivery change. As the team has expanded, it has been able to lead on many non-policing services for Wiltshire Police and partners.
7. The victims and vulnerability portfolio is the most advanced portfolio as a statutory role on the OPCC creation. This portfolio has significant services, part funded through Ministry of Justice funding and an established delivery plan. As new portfolios, demand and reducing reoffending portfolios, the priority has been on OPCC increasing leading partnerships, developing strategies

and delivery plans, reviewing existing delivery mechanisms and beginning to deliver improvements.

8. Covid-19 has had a significant impact on the work in this area, with existing providers having to adapt provision during lockdowns and limiting the ability to develop and commission new services.
9. Understandably the priority for voluntary, community sector partners has been on service stabilisation, adaption and preparedness rather than expansion or development. The commissioning team has also had to prioritise supporting existing providers to manage risk, ensuring continuity of service and manage changing patterns of need and demand.

GOVERNANCE

10. Performance and project management governance is now in place internally with quarterly commissioning performance boards, working to the OPCC commissioning plans, as part of the OPCC Delivery Plan 2020-21. This year has also been the first year of integrating it into the Joint OPCC / Force planning cycle and the team continue to develop commissioning infrastructure to ensure longer term planning, collaboration with partners and providers and strong governance is in place.
11. This work is fully in line with objectives in the Police and Crime Plan and WCJB strategy. Each portfolio has developed commissioning intensions, project briefs / business cases. Each service will either be managed through a partnership agreement / governance structure, form part of the PCC governance of Wiltshire Police or be directly managed by OPCC.
12. The commissioning team objectives are built around delivering this work, in addition to wider support to work with the Force and other partners to lead and deliver the Police and Crime Plan.
13. All parts of the commissioning delivery plan are monitored internally through the Commissioning Performance Board chaired by the D/CEO. Reports against delivery are provided to the OPCC ELT and the PCC at six monthly intervals.

PORTFOLIO SUMMARY - DEMAND & CRIME REDUCTION

14. This portfolio focuses on the preventable causes of police demand, prevention of offending by young people and partnership crime reduction work.
15. Commissioning manager, Kelly Cullen, has dedicated significant support to supporting the reviews of both Swindon and Wiltshire Community Safety Partnerships (CSPs) and developing shared priorities and outcomes. This work is ensuring that there is a clear focus on crime reduction from local partners, alignment to the Police and Crime Plan and strong relationships with partners.
16. Alongside this reviewing, she is developing work with both Local Authorities and the Force in diverting young people from crime and anti-social behaviour and promoting safeguarding. This includes developing diversion and support programmes with Youth Offending Services, such as sport diversion with Premier League and football league, trauma informed training for all frontline police officers to understand safeguarding aspects of young people and business awareness of child sexual exploitation and vulnerability.
17. This portfolio addresses several objectives within the Police and Crime Plan, its scorecard and across the CSPs. Lead by the commissioning manager both CSPs are developing and approving

their scorecards in the coming weeks. This can be shared with PCP members when agreed in the next few weeks.

PORTFOLIO SUMMARY – VICTIMS & VULNERABILITY

18. This portfolio continues to deliver support services to victims of crime. Services within this portfolio are more established and include Horizon Victim and Witness Care, Victim's support and SPLASH contracts, domestic abuse and sexual violence services (SPLITZ & Swindon Woman's AID) as well as Restorative Justice.
19. The portfolio delivers the Police and Crime Plan priorities and is monitored by the [WCJB Strategy 2018-21](#) victim priority.
20. Commissioning manager, Maria Milton, holds regular contractual and development sessions with providers to monitor performance, risk and service delivery. During COVID this has increased in frequency and incorporated business continuity, adapting services and managing risk of both service users and the providers. Domestic abuse services are jointly commissioning with Swindon Borough Council and Wiltshire Council, alongside Local Authority commissioners.
21. There have also been successive awareness campaigns to support those experiencing domestic abuse during lockdown, with numerous national discussions about the increased risks faced by victims during this period.
22. This portfolio benefits from external grants from MOJ (843k) to contribute to the local cost of victim services and enable additional provision of service.
23. This portfolio addresses several objectives within the Police and Crime Plan scorecard and the WCJB scorecard. Please, find the WCJB scorecards in Appendix A.

PORTFOLIO SUMMARY – REDUCING OFFENDING & CRIMINAL JUSTICE

24. This portfolio focuses on developing and delivering reductions in offending from those already in the Criminal Justice System and delivering this agenda on behalf of the Wiltshire Criminal Justice Board (WCJB), through the Reducing Reoffending Board, chaired by the OPCC Deputy CEO. This board contains offender leads from police, probation, community rehabilitation company, LA housing, Public health, CCGs, DWP, HMP Earlstoke and others.
25. Commissioning Manager, Martin Parker, has worked with partners to develop a comprehensive delivery plan for the WCJB. This coordinates all aspects of work to reduce reoffending, and transformation work to reduce reoffending. All partners have supported the OPCC role in coordinating complex policy areas to reduce offending such as offender housing, physical and mental health, prison release, education and work, substance misuse. It has also identified priority groups to deliver improvements for woman in the Criminal Justice System, veterans and those on the Integrated Offender Management (IOM) programme. The delivery plan can be found on the PCC's website [RRO strategic intensions 2020-23](#).
26. The portfolio delivers the Police and Crime Plan priorities and is monitored by WCJB. The RRO strategic intensions 2020-23 has updated the work in the original WCJB strategy.

27. In addition, the portfolio supports wider work across the Criminal Justice System including custody healthcare commissioning, disproportionality in the CJS and PCC role in reunification of probation services.
28. During 2020/21 significant progress has been made in delivering a housing support worker co-founded by OPCC, CRC and NPS, refreshing of the IOM management model in line with national strategy, developed and commissioned domestic abuse perpetrator programme within IOM (OPCC/NPS funded).
29. The commissioning manager has led the redesign of the out of court disposals process, with a business case agreed by the PCC and CC in more effective action and intervention with first time and high-volume low risk offenders where police caution is the most appropriate outcome.
30. This will see deferring police cautions in lieu of offenders completing a preventive intervention. This work is currently being operationalised by the Force and the OPCC is commissioning a range of low-level interventions for offenders. These will include interventions covering victim awareness, mental health support and drug and alcohol. Offenders will be contributing to the cost and if not successfully completed or further offending takes place then criminal justice action will continue. This is in line with national changes to police cautions and has been delivered successfully in other force areas including Durham, Devon and Cornwall and Avon and Somerset police.
31. This portfolio addresses several objectives within the Police and Crime Plan scorecard and the WCJB scorecard. Please, find the WCJB scorecards in Appendix A and B.

FINANCIAL

32. The OPCC commissioning budget for 2020-21 is £1.646m. Split across the three commissioning portfolios.

2020-21 PCC Commissioning Budget	Amount
Demand and Crime Prevention	£0.710m
Victims and Vulnerability	£0.484m
Reducing Reoffending and CJS	£0.451m
Total	£1.646m

33. Due to delays caused by COVID, it is projected that there will be an underspend of £0.205m across the portfolios. As set in the MTFs, the OPCC commissioning budget for 2021-22 will remain at £1.646m (this includes £0.084m for contributions towards the SARC and WCJB).
34. Due to COVID delays, the Commissioning Managers in the OPCC have identified possible spend levels of £1.851m in 2021-22, this is £0.205m more than the agreed budget of £1.646m. To manage this the underspend from 2020-21 is to be set aside in the earmarked commissioning reserve to fund this and support projects delayed due to COVID.
35. The Commissioning Managers will need to ensure this is managed and plan on a level of funding in 2022-23 of £1.646m rather than the £1.851m requested in 2021-22.

2021-22 PCC Commissioning allocation	Amount
Demand and Crime Prevention	£0.629m
Victims and Vulnerability	£0.623m
Reducing Reoffending and CJS	£0.599m
Total requested	£1.851m
2021-22 PCC Commissioning Budget	£1.646m
Commissioning reserve	£0.205m

36. In addition to the PCC allocation benefits from external funding grants. The Ministry of Justice provided £0.891m in 2020-21 to support victims and Restorative Justice as part of the funding for PCCs. This provides significantly more resources for the victim portfolio which when including external grants amounted to £1.373m in 2020-21. In 2021-22 the MOJ have announced a small reduction in the victim / RJ funding at £0.841.

Current OPCC External Funding 2020-21	Amount	Year allocated
MOJ Victim / RJ funding	£0.891	Annually set
MOJ COVID victim recovery funding	£0.482	2020-21

37. Since the increase in OPCC commissioning staff, the OPCC has been able to secure further additional external funding for Wiltshire through competitive processes. OPCC often provide the leadership in securing funding working with partners across community safety and justice. This is targeted to advance local plans and is a mix of national and partner support. We ensure all external funding is fully utilised to allow reallocation of PCC commissioning funding.

38. As detailed in the table above, the OPCC has been successful in securing £0.482m of external funding to provide additional support for victim's services to mitigate the impact of COVID during 2020-21. This money has been distributed through local bidding process and has been awarded to 21 local charities who support victims of crime, domestic abuse and sexual offences.

39. In addition to this during 2020-21 Wiltshire was also successful in a bid for three-year funding for two additional Independent Domestic Abuse Advocates (IDVA) for local provision. We are also awaiting a decision on award of national funding announced in the February budget for further support.

40. The OPCC continues to seek further funding opportunities. In February 2021 the OPCC has been awarded a further £0.205m to support Domestic abuse and sexual violence providers during 2021-22.

41. We have also been successful in securing feasibility funding with SBC, CCG and other partners to develop a feasibility study for transforming support for vulnerable women. This is the first stage in a £2-3m opportunity across Swindon, Wiltshire and BANES.

42. The OPCC are preparing further bids for more external funding through opportunities such as Safer Streets Fund and National Probation Service regional funding, and prison leavers fund.

RISK

43. The Commissioning team has developed a risk register and when appropriate risks are reflected in the OPCC corporate risk register. Delays due to COVID continue to present the main risk in delaying service development and improvement. This is reflected in the wider corporate risk of COVID impact. Whilst we anticipate this risk to reduce through 2021-22, it is likely that it will continue to impact commissioning and service delivery, particularly in service development.

LEGAL

44. All work is in line with the OPCC commissioning strategy and subject to PCC ability to grant funding as well as public sector procurement regulations. Agreements and contracts used are provided by legal services and procurement is supported by South West Police Procurement Department.

SUSTAINABILITY

45. During 2020-21 there has been a significant altering of service model provision with increasing virtual and online provision. During 2021-22 commissioners will work with providers to embed the benefits of these changes for both accessibility but also for reductions in carbon and travel.

RECOMMENDATION

46. PCP members are asked to note the report.

Wiltshire Criminal Justice Board


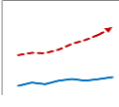
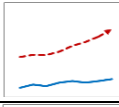
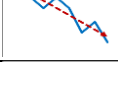
Victims, Witnesses & Most Vulnerable

Measure	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Infographic	Context	PCP/ Performance/ Demand	PCC Priority
Satisfaction of victims with the whole experience	76.7%	76.7%	77.3%	77.8%	78.2%	78.2%	78.7%	78.4%	78.4%	78.0%	78.1%	77.4%	77.8%			No exceptions, rolling 12 month increasing trend, data remaining above average. Awaiting Dec-20 data.	PCP	3: Put Victims, Witnesses and communities at the heart of everything we do
DA Convictions	80.8%	88.9%	87.7%	91.7%	78.9%	77.8%	85.7%	73.7%	78.1%	89.7%	79.6%	88.7%	92.5%			An increase in % DA convictions in Nov. However, there was a reduction in DA caseload from 71 in Oct, to 40 in Nov, Stable trend no exceptions.	Performance	2: Protect the most vulnerable in society
Horizon Cases (Crimes)	411	350	405	355	381	261	314	370	479	447	436	420	335	364		No exceptions.	Demand	3: Put Victims, Witnesses and communities at the heart of everything we do
Unsuccessful Convictions due to Victim & Witness Issues			145	149	165	209	181	229	196	208	126	214	200			Change of measure- previously reporting victim & witness in Mag Court only. Now reporting overall volumes. If exceptional, by court can be reviewed. Long term trend increases.	Performance	3: Put Victims, Witnesses and communities at the heart of everything we do
Victim & Witness Survey																Specification developed and sent out for procurement activity, deadline 25.01.21 - 12 month pilot		
Victims Referred to SARC									13	14	19	This is the volume of medical examinations, awaiting referral clarification.				Quarterly data now being supplied by OPCC. Q2 saw significant increase in adult acute referrals compared to both the previous quarter and Q2 in 2019. 51 acute referrals for adults, 40 FME's at Swindon SARC. Increase linked to ease of Covid restrictions, increased SARC awareness.		

Re-offending & Rehabilitation

First time entrants into the criminal justice system					Year to Mar 20 delayed due to CV19						Year to Sep 20 delayed due to CV19					No trend in 12 months figures but significant year on year reduction from September 2009 (1,896 fte). MoJ data published 6 monthly (March and September). Figures not currently being published due to CV19.	PCP	2: Protect the most vulnerable in society
Number of reoffences per reoffender over time (historic)			4.8 (Apr 17 - Mar 18)			4.82 (Jul 17 - Jun 18)			4.80 (Oct 17 - Sep 18)			4.85 (Jan 18 - Dec 18)				Slight increase from Apr-17-Mar18 figures to Jan18 - Dec 18 but not significant, with trend over last 12 months stable.	PCP	2: Protect the most vulnerable in society
Proportion of offenders who reoffend (historic)			28.27% (Apr 17 - Mar 18)			28.01% (Jul 17 - Jun 18)			29.19% (Oct 17 - Sep 18)			27.73% (Jan 18 - Dec 18)				Increase in proportion of offenders who reoffend during 2018 but significant drop in final reported quarter (Jan 18 - Dec 18) to below first reported figure level.	PCP	2: Protect the most vulnerable in society
Overall mean reoffending risk score (Average OGRS score for offenders sentenced in Wiltshire and Swindon Courts captured on Reoffending risk score at end Quarter (Average OGRS score for all offenders on the NPS Caseload in Swindon & Wiltshire on last day of					44.5			50.5			46.1		Unavailable as at 13.01.21			<ul style="list-style-type: none"> New metric from quarter 4 2019/20 (Jan-Mar 20) so no clear indication of trend based on just 3 quarters of data. Reduction in average OGRS score is positive, it means the reoffending risk score is reducing. NPS provided showing % likelihood of re-offending within 	PCP	2: Protect the most vulnerable in society
					39.1			39.1			36.6		Unavailable as at 13.01.21			<ul style="list-style-type: none"> New metric from quarter 4 2019/20 (Jan-Mar 20) so not clear whether score in quarter to September is a 'blip'. Reduction in average OGRS score is positive, it means the reoffending risk score is reducing. NPS provided showing % likelihood of re-offending within 	PCP	2: Protect the most vulnerable in society
Recall Rate due to reoffending (NPS)					18			9			8		Unavailable as at 13.01.21			<ul style="list-style-type: none"> New metric from quarter 4 2019/20 (Jan-Mar 20) so no clear indication of trend based on just 2 quarters of data. NPS data only. Number of NPS Offenders Managed in Swindon & Wiltshire Recalled, where "Further Offence/Charge" was listed in the recall reasons 	PCP	2: Protect the most vulnerable in society

System Efficiency

Avg Days Offence to Trial (MC)	287	271	258	282	208											Data in hand with Courts Wendy Waterman - received no update	Performance	3: Put Victims, Witnesses and communities at the heart of everything we do
Failed to Attend Warrants Issued	54	30	49	41	28	1	4	8	20	12	54	36	72			After experience low volumes in Apr-Jun, volumes have steadily increased to within 'normal' levels. Nov-20 saw the highest volume issued since May-2019, however this is not considered exceptional.	Demand	3: Put Victims, Witnesses and communities at the heart of everything we do
Guilty Pleas at First Hearing (Crown Court)	70.0%	65.2%	67.9%	50.0%	74.2%	100.0%	43.8%	53.1%	29.6%	53.8%	50.0%	53.3%	42.1%			Rolling 12 month increasing trend, no exceptions. 1month lag	Demand	3: Put Victims, Witnesses and communities at the heart of everything we do
Wiltshire Total Trials Listed	77	85	87	84	55	0	0	17	49	21						Data from Power Bi - with Wendy Waterman to obtain date field.	Demand	3: Put Victims, Witnesses and communities at the heart of everything we do



Police and Crime Panel

18th March 2020

Road Safety
Briefing to Police and Crime Panel



Our Police and Crime Plan



Priority 1: Prevent Crime and Keep People Safe

1.5 MAKE OUR ROADS SAFER

Speeding and road safety affects all our communities. Anti-social driving and speeding will be tackled in order to keep both road users and pedestrians safe.

I will continue to ensure Wiltshire Police and partners:

1. Improve the safety of our roads by coordinated action through safety improvements and education for drivers and enforcement where necessary
2. Support and invest in systems to improve Community Speedwatch schemes including support by our specialist Roads Policing Unit, local policing teams and the Special Constabulary
3. Increase mobile enforcement and use of driver safety awareness education programmes, in collaboration with our partners

WILTSHIRE AND SWINDON Police and Crime Plan 2017-2022

2020 update



Wiltshire and Swindon
pcc
Police and Crime Commissioner

www.wiltshire-pcc.gov.uk



Road Safety – A Team Sport



Our approach to Road Safety encompasses:

- Education
- Engineering
- Enforcement



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Road Safety Strategy



- Swindon Borough Council have recently drafted their Road Safety Strategy
- The Vision: To reduce the number of people killed or seriously injured on our roads
- Collection and analysis of key measurable data points
- Coordinated work between partners
- Single campaign approach



Source: www.RoSPA.com

Wiltshire & Swindon Road Safety Partnership Governance



We will work towards achieving the following objectives:

- Reducing the number of vulnerable people being injured on our roads
- Reducing inequalities in the likelihood of road collisions
- Accommodating growth without an increase in road collisions
- Making road space safer for all users, thereby encouraging non-car trips and improving air quality



Road Safety Focus – January/February 2021



Between 15th January 28th February there was an increased focus on delivering Road Safety measures across Wiltshire.

Initially implemented to show that in the absence of CSW schemes operating there was still a focus on speed enforcement, this soon escalated to highlight all work that is carried out across the force by Roads Policing and CPT Officers and further supported by our Special Constabulary, on a daily basis.

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Headlines

136 People Arrested

130 Speed Checks

254 RTC's attended

152 Vehicles Seized

A further breakdown of work under the 4 areas of Safe Speeds, Safe Road Users, Safe Vehicles and Safe Roads is shown below:

Safe Speeds

Speed enforcement Interaction	Jan 15-31	Feb 1-14	Feb 15-28	Total
TORS	34	67	67	168
FPN	5	2	1	8
Summons to court	2	3	0	5
Cautions	0	0	13	13
WOA	66	106	89	261

Safe Road Users

Interaction	Jan 15-31	Feb 1-14	Feb 14-28	Total
RTCs	99	69	86	254
Fail to Stop Arrest	0	5	0	5
Cyclists	5	5	1	11
Pedestrians	6	2	17	25
Obstructions/Hazards Removed	74	82	87	243

Interaction	Jan 15-31	Feb 1-14	Feb 14-28	Total
FPN (No seatbelt)	8	3	20	31
Child no car seat	0	1	0	1
No protective gear WOA	0	1	3	4
Scooter on Fast Road	0	0	2	2
Restricted Vehicle in Outside Lane				
FPN	0	0	2	2
Missiles thrown at car Arrest	1	0	3	4



Road Safety Focus – January/February 2021



Safe Vehicles

Safe Roads

Interaction	Jan 15-31	Feb 1-14	Feb 14-38	Total
Vehicles Seized	57	45	50	152
No Insurance	53	35	41	129
No Tax	9	13	11	33
Expired MOT	10	13	19	42
Expired VEL	0	2	1	3

Interaction	Jan 15-31	Feb 1-14	Feb 14-38	Total
VDRS	5	2	7	14
Vehicles Prohibited	12	2	6	20
Vehicles Checked	20	27	13	60
Vehicles Recovered (RTCs & 165 seizures)	119	93	122	334

Defect Vehicle Interaction	Jan 15-31	Feb 1-14	Feb 14-38	Total
WOA	3	6	5	14
TOR	1	1	5	7
FPN	7	3	7	17
Reported	0	0	1	1
Arrested	2	1	1	4

Interaction	Jan 15-31	Feb 1-14	Feb 15-28	Total
Drug Drive Arrest	22	24	42	88
Drink Drive Arrest	24	21	39	84
Fail to Provide Arrest	3	1	4	8
TWOC Arrest	2	3	3	8
Dangerous Drive Arrest	0	2	1	3
Invite Interviews	2	1	1	4

**does not tally to 136 as some arrests had multiple offences present*

Interaction	Jan 15-31	Feb 1-14	Feb 15-28	Total
Drug Wipes	31	27	51	109
Breathalysed	76	45	81	202
Dangerous Drive Reported	0	0	1	1
Careless Driving	6	5	11	22
Disqual Driver	4	6	10	20
Not in proper control	0	1	2	3
Stopped poor driving	17	15	9	41

Interaction	Jan 15-31	Feb 1-14	Feb 15-28	Total
No Licence / OIA	23	19	39	81
On Phone	1	10	30	41
Covid FPN/Warning	6	32	36	74
Contravening Sign	1	0	0	1
Contravening Red Light	0	0	2	2
White Line Offence	0	1	2	3
No Right Turn FPN	0	0	1	1

Supporting National Campaigns – Local Delivery within Wiltshire



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In line with National Campaigns, the Roads Policing Unit target their education and enforcement capabilities to work alongside these calendars.

November - Speed Enforcement

December – Drink/Drug Driving

January – FREE – used to support our internal road safety focus

February – Mobile phones – also made use of the Highways England ‘supercab’ to target HGVs



Media Releases – promoting activity and providing updates



Wiltshire Police @wiltshirepolice · Mar 1

We teamed up with @HighwaysSWEST last week to tackle dangerous driving on the M4...

- 19 driving without a seat belt
- 8 driving whilst using a mobile phone
- 1 arrest for possession of Class B drugs
- 6 Traffic Offence Reports for speeding

Full story bit.ly/3r4UhKA



Salisbury Police
2 March at 17:04 · 🌐

Wiltshire Police ✓
2 March at 10:00 · ⚙️

We are seeking your views on the use of automatic number plate recognition (ANPR). Get involved and tell us what you think by completing the survey. <https://cro...> See more

Swindon Police - "Driving under the influence of drugs impairs your..."

There's never an excuse to...
Drive under the influence of drink or drugs
#FatalFour
PCC

Swindon Police
"Driving under the influence of drugs impairs your vision and reduces your reaction time"

A Swindon man has been banned from driving for three years and fined after being stopped for drug driving.

Craig Deyager, 35, of Affleck Close, Toothill, Swindon, pleaded guilty to driving a vehicle under the influence of drugs and possession of cannabis.

He was disqualified from driving for 36 months, fined £120 and ordered to pay costs and a victim surcharge at Swindon Magistrate's Court on Wednesday 10 February.

PC Luke Hobbs of the Roads Policing Unit said: "Driving under the influence of drugs impairs your vision and reduces your reaction time.

"As a result, you are more likely to be involved in a collision and that collision leading to serious injury or a fatality.

"Deyager got behind the wheel of a car that evening knowing he was impaired by drugs and in doing so put lives unnecessarily at risk and we are pleased with the lengthy ban imposed."

If you are suspicious of someone driving under the influence of drugs, then please call 101 and give as much information as possible, including the driver's details or description and their car registration.

If you believe that a crime is being committed and somebody is already behind the

Trowbridge Police
1 March at 12:28 · 🌐

We are appealing for witnesses to a serious road traffic collision on the A361 south of Trowbridge yesterday (28/02) in which an 18-year-old man sustained life threatening injuries.

Shortly after 4pm, on the A361 Southwick Junction with Poplar Tree Lane, a motorcyclist on a Yamaha 125cc was in collision with a Vauxhall Zafira - leaving him with serious injuries.

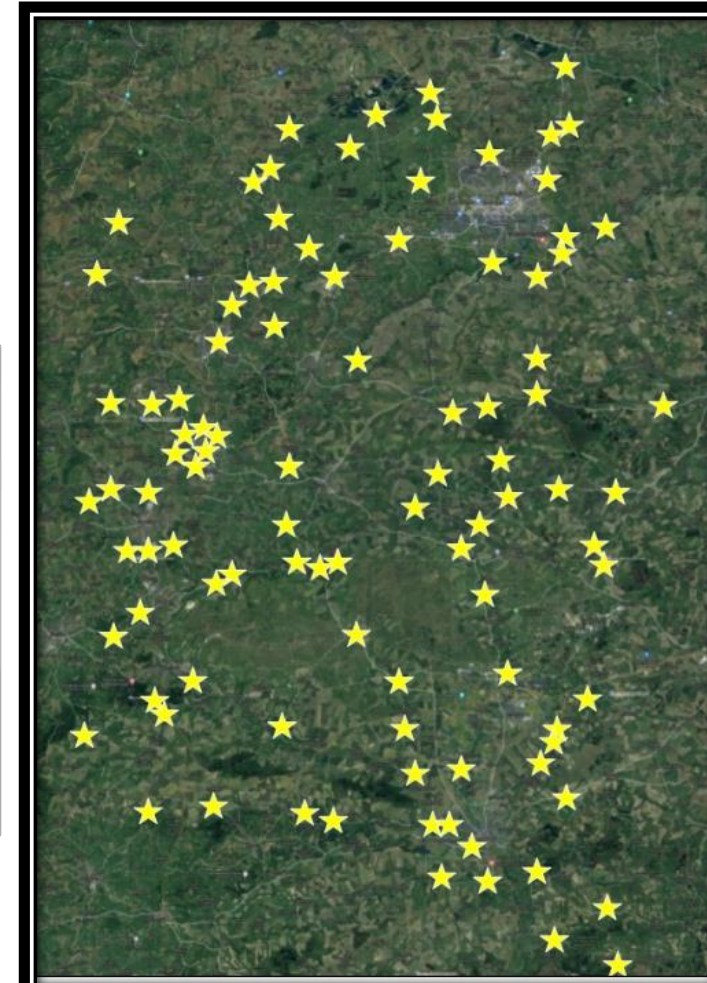
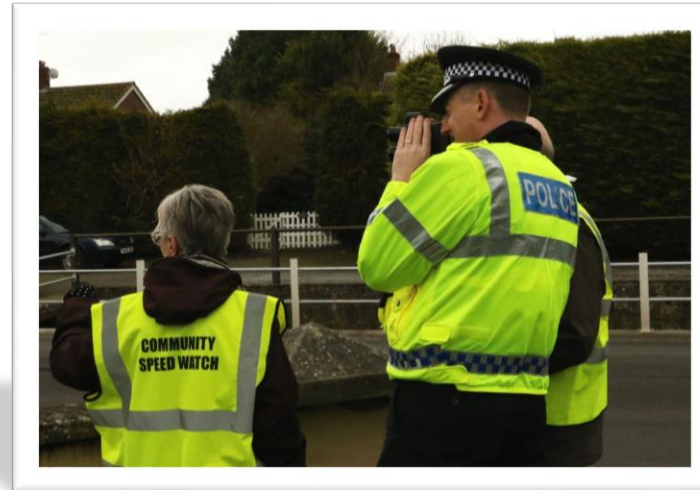
He was taken to Southmead Hospital by air ambulance where he is currently being treated for his injuries. His ne... [See more](#)

Community Speedwatch



- 120 Schemes, over 1200 volunteers
- Suspended during Covid: to restart on 29 Mar
- 2019: 36,000 warning letters sent out
- Builds the intelligence picture
- New enforcement capability

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AutoSpeedWatch



- Several meetings with Tim Gibbs – founder/owner
- Reservations remain over:
 - Roadside installation
 - Calibration
 - Handling data
 - Longer term support
- Not a replacement for CSW



Any
Questions?



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Police and Crime Commissioner for Wiltshire and Swindon Briefing Note

Further Enquiries to: Angus Macpherson MBE, Police and Crime Commissioner
For Wiltshire and Swindon

Date Prepared: 18th February 2021

Topic: Impact of EU exit on policing

Purpose: To provide information etc.

Background:

On 24th December 2020, the Prime Minister and President of the European Commission announced negotiations between the UK and EU has reached an outcome, with a deal on future trade and cooperation agreed. The agreement, through the EU (Future Relationship) Bill was approved by the House of Lords on 30 December 2020, allowing the bill to be given royal assent in the early hours of 31 December.

- As a result, the legislative framework in which police operate has changed
- During the Police and Crime Panel meeting on the 7th January 2021, the following question was raised:

“Following Brexit, the view held generally is that the UK is less secure as British policing has now forfeited some of its most valuable tools including the Schengen Information System, a vast database providing real-time alerts to locate terrorists and serious criminals. The UK has also lost its influential seat at the EU's policing agency, Europol. In light of these changes, does the PCC anticipate any practical difficulties for Wiltshire Police in crime prevention and detection as it relates to multi-national collaboration?”

- The next section outlines the Wiltshire Police preparations and new arrangements which have been put in place to mitigate the local impact

Brexit preparations: Intelligence systems/processes

The Intelligence Development Unit (IDU) started to liaise with the International Crime Co-ordination Centre (ICCC) pre-Brexit, to seek-out any advice and guidance they could provide us, to ensure we were in a healthy position post Brexit. As a result the following was achieved:

- In September 2020 our Force went live with Operation Lupinet and Operation Signal.
 - We are now able to identify foreign national offenders suitable for consideration for deportation far sooner than our previous processes. Both operations have streamlined the way we refer cases to Immigration Enforcement (IE) against differing and complex criteria.
- In November 2020, an Interpol working group was set up
 - This was to ensure we, as a Force, were back record converting the necessary information from Schengen II to i247 (Interpol) and conducting reviews on Interpol notices, in line with best practice. Since the new Interpol working group was setup we have improved our submission rate of Interpol Enquiry forms.
- Our Force's International Liaison Officer's (ILO's, also known as our Force Intelligence Bureau (FIB)) have been made aware of the new National Extradition Unit.
 - A team that (given the loss and alterations of some EU law enforcement tools) ICCC conjured up to assist UK Police to use alternative mechanisms to share and access information about criminals and cooperate on operations.
 - If our ILO's need any support in regards to any new processes or systems such as EAWs, Europol etc., they know they must contact the unit.
- Guidance material in relation to International Letters of Request (ILORs) and Production Order Overseas Requests, produced by ICCC, was disseminated
 - The Force made sure our ILOs/FIB were informed of any and all procedural changes, pre-Brexit, so they now know what to do post-Brexit.
- IDU are aware of the ICCC's knowledge hub as a resource.
- IDU have been made aware of the ICCC mobile app but owing to ICT issues our Force is not yet able to take this on, unfortunately.

ICCC have continued to assure the Force that IDU have covered as much as possible to mitigate any risk associated with Brexit.

End

Police and Crime Panel Forward Work Plan - 2021

Please note: this is a working document which is subject to change

Date	Location	Provisional Agenda Items
Thursday 7 January 2021 10am-1pm	On-Line Meeting	<ul style="list-style-type: none"> • PCC Budget 2019/20 and MTFS • Capital Program
Thursday 4 February 2021 10am-1pm	On-Line Meeting	<ul style="list-style-type: none"> • Formal consideration of PCC Precept proposal

<p>Thursday 18 March 2021 10am-1pm</p>	<p>On-Line Meeting</p>	<ul style="list-style-type: none"> • Quarterly data (Q3)– Risk / Performance / Finance / Complaints • Commissioning budgets and delivery objectives • Road safety work in Wiltshire & Swindon - <i>Chair of Road Safety Group – ACC Deb Smith & DPCC Jerry Herbert to provide a presentation and discussion with members</i> • Impact of EU exit on policing • Proposed changes to quarterly reporting arrangements - <i>(Cllr Richard Britton to write the report for this)</i>
<p>Thursday 10 June 2021 10am-1pm</p>	<p>On-Line Meeting</p>	<ul style="list-style-type: none"> • Quarterly data (Q4)- Risk / Performance / Finance / Complaints • PCP/PCC working protocol • Complaints system, including local performance and governance mechanisms
<p>Thursday 16 September 2021 10am-1pm</p>	<p>On-Line Meeting</p>	<ul style="list-style-type: none"> • Quarterly data (Q1)- Risk / Performance / Finance / Complaints

Thursday 16 December 2021 10am-1pm	On-Line Meeting	<ul style="list-style-type: none">• Quarterly data (Q2)- Risk / Performance / Finance / Complaints• Service Commissioning update
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Member's Questions – 2021

R: 04.01.21

S: 05.01.21

A:

Cllr Richard Britton

Would you agree that Automatic Speed Watch cameras appear to be a powerful response to communities' anger about speeding, especially in our rural communities, and their frustration with the police's limited capacity to deal with this menace? And in view of the apparent success of trials in other force areas will he commit to undertake an investigation into the deployment of Auto Speed Watch devices in Wiltshire?

R: 19.02.21

S: 22.02.21

A: 01:03:21

Cllr Richard Britton

To what extent does the Force use the government-backed Blue Light procurement service and how do you satisfy yourself that police procurement delivers value for money?

Response:

Wiltshire contribute, use and are an active member of the South West Police Procurement Department (SWPPD). By obtaining procurement services from the 5 Force collaboration we are able to benefit from economies of scale by buying with our local forces (total 5 force budget of circa £950m compared to £120m on our own). Where possible joint contracts are let for all 5 Forces which also reduces administration costs.

It also means that we can benefit from category management which we probably would not be able to afford as a single organisation. Category management allows you to have professional procurement officers who focus on a specific area of the business. In SWPPD the categories include Professional Services, ICT, Fleet and Estates. These specific procurement officers better understand the market and the opportunities in these areas, this would not be the case if they were trying to cover

the whole procurement need. SWPPD Boards occur monthly with my Chief Finance Officer representing Wiltshire's interests and needs.

We are one of the few regions who have this joined up service which has enabled us to drive improvements. An annual report on the performance of the unit is produced and scrutinised by all 5 PCC's. The report produced in September showed savings of over £2m with £0.3m relating to Wiltshire and many significant contracts let (for instance the procurement of services to undertake the Royal Wootton Bassett refurbishment). All these procurements occur in line with our own regulations which specify the number of tenders to be received at various spending levels to ensure Best Value is achieved.

Bluelight Commercial has been mandated by the Home Office. Bluelight will provide an interface between the Home Office and local forces. They will provide a National Supplier Management Strategy and Pillar Strategies. An example of this will be for Fleet. They will work with Fleet Managers, Operational Users and Finance Directors to identify what the 'whole' service request is and what specifications vehicles must have to fulfil certain roles. This is expected to gain better prices and more interest from suppliers. A national contract has been in place previously with a single force leading on this for the service. By having specific staff to undertake this role is expected to deliver better value. There are a number of other services which are expected from Bluelight Commercial which is illustrated on their website (<https://bluelightcommercial.police.uk/about-us/governance/>), this includes improving the skills of the local procurement teams.

SWWPD and Bluelight have a good relationship with a number of the new Bluelight team being recruited from SWPPD. This will give the region an early insight into opportunities. Funding for Bluelight is provided by a national top slice from the whole Police budget and is guaranteed for 3 years. Bluelight have committed to provide a full statement of the value it has added and a business plan for its continuation post the initial funding period by January 2022. At this stage we will see what benefits have been delivered and whether we need to amend the services provided by SWPPD.



Questions from the Police and Crime Panel Members

Received during the last meeting which was held on 4th February

1. NPCC – Top slicing costs of membership support -would be good to know how much it costs us (Clive to provide the costs to Cllr Seed)

Response:

Wiltshire Police's contributions to NPCC for the year 2020/21 are £ 13,345. The 2020/21 NPCC budget and funding contributions were agreed at Chief Constables' Council on January 16th, 2020.

2. Can you look at the level of policing in Cllr Amin's wards in Swindon - PCC to consider the level of policing in Cllr Amin's wards in Swindon and to update Cllr Amin directly

Response:

The Community Policing Teams, which are at the heart of the local policing model, build strong connections with our communities which empowers them to solve safety problems with partners at their earliest stages. As the members have been informed, in 2019, the organisation critically assessed the CPT frontline model, comparing both the local and national picture. As a result, Wiltshire Police conducted a review into how community policing is delivered in our county to make sure it evolves to meet the changing demands on policing in the 21st Century.

The CPT Operational Improvement Programme was established to implement improvements to the delivery of Operational Policing. This strand focused on delivering Neighbourhood Policing, whilst ensuring that the configuration of Public Protection Units and Criminal Investigations Departments are optimal and driving our workforce towards identifying and mitigating threat, harm, risk and vulnerability.

A new Optimal Model for the delivery of Community Policing within Wiltshire has developed two variants, one for Swindon and one for the Wiltshire County. When Swindon model changed from 2 to 3 Neighbourhood Inspectors, a thorough review of demand across each neighbourhood was conducted. The review considered the demand down to individual beat area. This demand was reviewed based on data from crime and incident levels of the previous 12 months. This evidence-based approach which incorporated growth/decline predictions, allowed Wiltshire Police to allocate a set percentage of the business to each area, and therefore determine how to best staff across areas.

At the same time, the type of resource was tailored to suit the needs of the location, such as PCSO resources for highly populated areas versus police officers for areas where the business required the use of their powers more, such as fast moving roads where enforcement would be required. The outcome of this exercise allowed for the resources to be split fairly across Swindon.

In addition, although Swindon is led by 3 Neighbourhood Inspectors, Wiltshire Police employs a 'soft borders' approach so that resources can be moved around according to demand as peaks and troughs can occur on a daily basis – a recent example being the knife attack in the town centre which led to resources from all three areas patrolling the location for the evenings that followed to offer reassurance to the community.

I hold the Chief Constable to account on the force performance during our 1-2-1 meetings or during my Monitoring Board which takes place every two weeks. The Chief is specifically asked to report on any high impact local operational issues affecting our communities to ensure that I have a full oversight of any significant issues and changes in demand.

Questions from the Police and Crime Panel Members

Received 23rd February 2021 from a member of the public – reply 10th March 2021

Question to the PCC:

1. Police Officer establishment

A candidate standing in the forthcoming PCC election has stated that if elected he would recruit an additional 100 Police Officers, above and beyond Operation Uplift, within the existing police budget. This candidate whilst not providing any detail has declared that he would not make any pledge that is not fully costed, achievable and deliverable.

I would like to know from the current PCC,

i) Whether It is feasible to recruit an additional 100 Police Officers, beyond Operation Uplift, within the existing police budget and without any increase in either government funding or the local precept and

ii) If it is feasible, why he has not pursued this option for increasing the Police Officer establishment.

2. Police station closures

The PCC has provided updates to the Panel regarding the 2017-21 Estates Strategy, which includes the objective of reducing the costs of running the estate by 20%. It is being reported that the proposed sale of at least nine current police stations is being progressed, which has attracted adverse comment from many members of the public. All four PCC election candidates have indicated that they would like there to be a review of the sale of these police stations.

I would therefore like to know from the PCC whether the sale of these police stations, particularly during the current pandemic, is in his view,

i) Still necessary or could the sale of one or more police stations be temporarily suspended pending review by his successor and

ii) What impact the suspension or cancellation of the sale of one or more of these police stations would have on Wiltshire Police's capital programme.

Response:

1. Police Officer establishment

Elections of Police and Crime Commissioners in England and Wales are fast approaching, and therefore I fully understand the increased interest in the role of the Police and Crime Commissioner. These elections will be the third elections since the role was created in 2012, and they will provide every local resident with an opportunity to express their personal preferences and vote for the candidate of their choice. As previously, the Returning Officers will run these polls in a way that meets the highest standards of both public safety and democratic integrity. I understand how important the pre-elections period is for every candidate, and therefore I would like to clearly state that it is not for me and my Office to respond to questions about the viability of any prospective candidates' plans.

As the Police and Crime Commissioner, I am responsible for the totality of policing and resources available and I have made it clear that increasing police officers, both funded nationally and locally is a priority, alongside protecting community policing teams. A new Police and Crime Commissioner will be able to work within the statutory parameters of their role and will receive advice from the Chief Constable and the OPCC on policing need, how to deliver their plans and associated costs and implications.

2. Police station closures

In my latest Police and Crime Plan Update which was published in June 2020, I have committed to deliver year three of my Estates Strategy 2017-2021 and as the current Police and Crime Commissioner, I will continue in my role until 12th May and I intend to continue to deliver my plans until that date.

Based on operational advice from the Chief Constable, the Estates Strategy highlighted a number of police sites which are no longer required to deliver policing. This included the disposal of many sites that are beyond the end of their life for policing purposes and not required for policing, and therefore a disposal of unused and often run down police buildings is in favour of high quality policing hubs and community locations that make officers visible and available to the public. All officers and staff have office locations available within their policing sector when required to carry out other duties, supported by excellent ICT solutions that reduce the need for them to be in an office.

This has been the strategy since 2017 and disposal is the end point of this strategy. The majority of the sites being marketed are not fit for 21st century policing, as refurbishment or retention is not value for money. The Chief Constable and I regularly discuss the changing threats we face and that officers and staff are fully supported to do their jobs. This is why the strategy also invests heavily in a refurbished policing site at Royal Wotton Bassett, a new police station in Warminster and plans for a new police station and community hub in Tidworth. Extensive work will need to continue to implement improvements across the police estate aligned to the government road map and future policing needs. Estates work has considerable lead in times, and therefore I have been ensuring that in line with my strategy there is work being prepared on the future need in Devizes.

Lastly, the member of the public has asked a pertinent question on the funding. The current capital plan within the MTFS is based on delivering my Police and Crime Plan and the Estates Strategy. You will note from the MTFS that there are extensive capital requirements surrounding estates and ICT. I can confirm that income from sales is part of my capital plan. This plan clearly sets out how I intend to fund my plans as there is real pressure on capital funding. Central government provides only £0.109m per annum in capital grant which does not enable the investments to give the frontline officers the estate and equipment they need to keep our communities safe. To meet these plans my MTFS shows that to fund estate improvements various funding streams are required including capital receipts and borrowing.

In anticipation of your further question if this is needed, I would like to outline my reasons for borrowing. Firstly, we will need to spend money on the retained estate. Whilst disposing of many sites that are no longer needed or are at the end of their life, much of the retained estate is at the end of its life and requires significant investment to continue supporting policing. Given the historically low-level interest rates, this provides a good balance on enabling quality estate being paid for prudently. With continued restrictions on funding caps this is the only cost-effective way of raising money for long term capital investments. Wiltshire has modest reserves and has not in my view, overtaxed the local population to have great war chests of money just in case.

Even if I was able to raise more money from the precept, I do not believe it is fair to effectively borrow money from local families over several years to make capital improvements when other options are available. I would like to reiterate that holding onto estate we do not need will impact the capital plan and will either mean planned investments in estate and ICT will need to be examined or more will need to be borrowed to mitigate the decision. I am focused on ensuring Wiltshire Police is effective and efficient and will not borrow more than is needed to ensure this.

A future Police and Crime Commissioner may of course have different direction, views and policy objectives, and therefore taking stock once elected to review the information and advice I received on all policing and crime matters is understandable. However, the fact remains that Wiltshire Police will continue to work within a challenging funding position until the government addresses the out of date police funding formula, which means in 2020-21 I had £26.15 per head of population to provide a policing service to the people of Wiltshire.

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**Police and Crime Commissioner for Wiltshire
and Swindon
Briefing Note**

Further Enquiries to: Angus Macpherson MBE, Police and Crime Commissioner
For Wiltshire and Swindon

Date Prepared: 9th March 2021

Topic: Wiltshire Police Public Scrutiny Panels

Purpose: To provide a list of Public Scrutiny Panels

COMMUNITY SCRUTINY OPPORTUNITIES

Scrutiny Type	Purpose of the Meeting/Scrutiny	Who Attends (Police Service)	Who Attends (Community)	More information
Independent Advisory Groups (IAGs)	Independent Advisory Groups offer local level scrutiny to the Police service on issues affecting their communities. Meetings held quarterly in local policing area	Local Policing Inspectors are responsible for attendance	Any member from within the Local Community for that IAG area. Meetings chaired by elected community members	Independent Advisory Group
Freedom of Information Requests	The Freedom of Information Act 2000 gives you the right to access to all types of recorded information held by public bodies. It places a number of obligations on those public bodies, as well as setting out what types of information may or may not be disclosed	Any member of public can apply	N/A	Freedom of Information

Diverse Communities Independent Advisory Group	This group enables members of public from any ethnic minority to offer advice and guidance on a range of ethnic minority related policing matters Meetings held quarterly	Deputy Chief Constable, with support from the force Equality and Diversity Team Deputy Police and Crime Commissioner	Diverse Communities IAG Members. Meetings chaired by elected community members	Diverse Communities Independent Advisory Group
Wiltshire Public Service Board	A quarterly strategic meeting that brings together all IAG Chairs across Wiltshire to address wider strategic issues, set topics for consideration of members and receive feedback from IAG members	Meeting chaired by the Chief Constable, with representatives from the Office of the Police Crime Commissioner	This meeting is attended by IAG Chairs or Deputy Chairs who are members of the public	To get involved in the Public Service Board you will need to join your local Independent Advisory Group or Diverse Communities Independent Advisory Group
Police Powers Scrutiny Panel	To review police use of Stop Search Powers and Use of Force, evaluate and assess data provided on the application of such powers and hold the force to account where disproportionality exists	Force senior lead for Stop Search and Use of Force, Diversity and Inclusion lead, invited guests	Members of the local community Meetings chaired by elected community members	Stop Search Information Email us at stopsearch@wiltshire.pnn.police.uk
Ride along Scheme	Wiltshire Police Ride Along Scheme (RAS) involves members of the public joining police officers and staff on patrol to observe their work. Applies to foot patrols with community-based constables as well as vehicle-based patrols and also Police Community Support Officers	Varies depending on observation undertaken	Any member of public aged over 18	Wiltshire Police Ride Along Scheme

Victim Satisfaction Survey	Survey undertaken by the OPCC, focus on ease of contact, time for police arrival, satisfaction on treatment and service received in relation to dwelling burglary, vehicle crime, violent crime (excluding domestic violence) and hate crime	Independent Survey	Survey conducted with victims of crime from within Wiltshire	Results published in the annual Equality & Diversity Statutory Duty Information Report
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End

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