

AGENDA

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: On-Line Meeting - [Access the online meeting here](#)
Date: Thursday 3 September 2020
Time: 10.00 am

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

Membership:

Cllr Junab Ali - Swindon Borough Council
Cllr Abdul Amin - Swindon Borough Council
Mamie Beasant – Co-opted Independent member
Cllr Alan Bishop - Swindon Borough Council
Cllr Richard Britton - Wiltshire Council
Cllr Ross Henning - Wiltshire Council
Cllr Peter Hutton - Wiltshire Council
Cllr Vinay Manro – Swindon Borough 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 **Appointment of Chairman and Vice-Chairman**

Election of the Chairman

- To elect a Chairman for the forthcoming year

Election of the Vice Chairman

- To elect a Vice Chairman for the forthcoming year

2 **Apologies for Absence**

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

To confirm the minutes of the meeting held on Thursday 4 June 2020

4 **Declarations of interest**

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

5 **Chairman's Announcements**

6 **Public Participation**

The Panel welcomes contributions from members of the public

Statements

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

Questions

Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are

required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on Thursday 27 August. Please contact the officer named on the first page of the agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent

7 **Quarterly data (Q1)- Risk / Performance / Finance / Complaints** (Pages 15 - 64)

8 **COVID19 Current position – update**

9 **Community Policing Model** (Pages 65 - 72)

10 **Operation Uplift - update** (Pages 73 - 78)

11 **Progress of Estates Strategy - update** (Pages 79 - 84)

12 **Members Questions** (Pages 85 - 94)

13 **Future meeting dates**

To note the future meeting dates below:

- Thursday 10 December 2020
- Thursday 7 January 2021
- Thursday 4 February 2021
- Thursday 18 March 2021

Part II

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

None

Minutes

Meeting: WILTSHIRE POLICE AND CRIME PANEL
Place: Online meeting
Date: Thursday 4 June 2020
Time: 10.00 am - 12:10pm

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

Present:

Cllr Junab Ali, Mamie Beasant, Cllr Alan Bishop, Cllr Richard Britton (Chairman),
Cllr Ross Henning, Cllr Peter Hutton, Cllr Vinay Manro, Cllr Nick Murry,
Cllr John Smale, Cllr Tom Rounds and Cllr Jonathon Seed

Also Present:

Angus Macpherson – Police & Crime Commissioner
Naji Darwish – OPCC
Clive Barker – OPCC
Chris McMullen - OPCC
Adrian Jones - OPCC

Kevin Fielding – Wiltshire Council

79 **Apologies for Absence**

Apologies were received from Anna Richardson – Independent member and Cllr Abdul Amin – Swindon Borough Council.

80 **Minutes of previous Meetings**

Decision

- **That the minutes of the meetings held on Thursday 19 December 2019, Thursday 16 January 2020 and Thursday 6 February 2020 were confirmed as the correct records.**

81 **Declarations of interest**

There were no declarations of interest.

82 **Chairman's Announcements**

The Chairman advised that due to the pandemic issues, the re-election of Chairman and Vice-Chairman which would normally take place at the June meeting would now take place at the September meeting.

83 **Public Participation**

There was no public participation.

84 **The Here and Now**

The Commissioner presented his report setting out data reported in the four-week period ending 10 May 2020, compared to the equivalent four-week period in 2019 contained in the agenda pack.

Points made included:

National Position

- That reported Crime nationally had reduced by 24%. Week on week trends suggested that the implementations of lockdown had influenced these large reductions
- Serious violent crime had reduced by 29 %. Trends had been difficult to interpret, but all forces were reporting reductions

- Shoplifting had decreased by 53%. It is anticipated this reduction will be maintained. Whilst more stores begin to open, there was heavy focus on security to support social distancing and monitor customer behaviour
- Other forms of acquisitive crime including vehicle crime had reduced by 41%, with residential burglary reducing by 35%
- Recorded rape had reduced by 27%, with all forces recording reductions
- Recorded domestic abuse incidents had increased by 4%. Trends in DA were not consistent across all forces and remain aligned to trends in 2019 with increased reports on both bank holiday weekends

Wiltshire's Position

- That reported Crime reduced by 26.6%, slightly above the national reports of 24% although trends do reflect the national picture
- Serious violent crime had reduced by 21.7%, 7.3% lower than the national reports for the same time period
- Shoplifting had decreased by 62%. Wiltshire also expects maintained reduction as reported nationally
- Other forms of acquisitive crime including vehicle crime had reduced by 36.9%, with residential burglary reducing by 50.7%. 15.7% above national reports
- Recorded rape had reduced by 36.4%, 9.4% above the reported national average
- Recorded domestic abuse incidents had increased by 17%. DA levels during Covid had remained within predicted levels, although the last week (w/c 11th of May) saw the lowest level of reporting since lockdown began
- Some Wiltshire Police work plans had been delayed or altered due to Covid
- In early March a bid for an extra 52 tasers had been granted by the Home Office
- The Commissioner was partaking in regular conference calls with MPs and Council leaders due the lockdown
- Wiltshire Police remained on-track with officer recruitment, with some 40 students starting their police degree

- The use of ICT and mobile technology had helped back office staff to continue running the business from home
- Wiltshire Police and the Office of the Police and Crime Commissioner had continued to work well during the lockdown
- The Commissioner paid tribute to all officers and staff for their hard work and dedication during the pandemic

The panel were then given the opportunity to discuss the report.

Points made included:

- County lines disruptions during the lockdown
- Assaults on officers during the lockdown
- Wiltshire Police plans to re-open police stations whilst the main office hubs were closed
- The rise of domestic abuse during the lockdown

The panel requested that the OPCC provide figures of all Wiltshire Police issued fixed penalty notices, include any that were rescinded during the lockdown period.

The Chairman thanked the Commissioner for his report.

Chris McMullen – Director of People and Change, OPCC presented a report which outlined Wiltshire Police sickness and resilience.

Points made included:

Managing Sickness

Implemented COVID categories to enable us to understand our workforce

COVID categories:

- Working from home: Symptomatic – Individual and line manager agreed they can still work
- Working from home: Family/Co-habit symptomatic – Having to isolate for at least 14 days in line with national guidance, but could still work
- Dependants' Leave: Dependent symptomatic and staff member unable to work from home
- Dependants Leave: Dependent non-symptomatic (e.g. school closure),

staff member was able to work full or reduced hours from home

- Specials Leave – For those whose role would not allow them to work from home and they could not do any other work
- COVID-19 – Counted as Sickness. Unwell with suspected or confirmed COVID19 and unable to work
- COVID-19 – Lock- down. Only for staff working from home based on Government guidance
- Sickness Cell analysed and supported COVID absence on a daily basis (welfare, recording, testing)
- Support materials in place for the Force and OPCC, discussing many topics such as anxiety, finances, line management, and working from home

Wiltshire Police Covid Sickness Summary

- 108 people had been off sick with COVID since 9 March (5.3% of organisation)
- This had equated to 913 days away from work
- 52% Police Staff, 48% Police Officers
- 102 people had been working from home with COVID symptoms
- All staff with vulnerabilities had been assessed, recorded and acted upon if necessary

Business Continuity

- Since the start of this incident, Wiltshire Police had put in place a Capacity, Deployability and Surge capability
- This articulated how the Force would operate should resilience level drop due to COVID-19
- It defined all functions which were Essential, Desirable and Not Critical, their key functions and operational options to maintain service delivery
- Finally, it outlined the mechanism for making immediate decisions required to maintain the essential services of the Police
- In support of Business Continuity, a QlikSense app had been built which provided a dynamic overview of available resources

The Chairman thanked Chris McMullen for his report, and noted that he was

pleased that Wiltshire Police had a good handle on its sickness and deployability.

Clive Barker - Chief Finance Officer, Wiltshire Police presented a report which outlined the Covid-19 impact on Wiltshire Police's cash flow

Points made included:

That the Government had not formally agreed any police funding for Covid costs. However on the 6 May 2020 a request for information was received from the Home Office, this contained the following pointers;

HM Treasury to agree increased flexibility on half of the £168m ring-fenced grant for the Police Uplift Programme to help meet forces' Covid-19 cashflow pressures.

From June, Wiltshire Police would be able to draw down its allocation of this funding on a monthly basis to meet a proportion of its additional Covid-19 related spending as *well* as officer recruitment where it continued to take place.

The 20,000 officer uplift remained a top Government priority, and it encouraged forces to continue using the ring-fenced grant for this purpose where they were able to, whilst recognising the need to be flexible and supportive of other unexpected financial challenges at this difficult time.

However, this £84m was also intended to relieve immediate pressures on cashflow and support forces for whom recruitment may have slowed due to Covid-19 disruption. It was therefore not "earmarked" exclusively for Covid-19 expenditure, nor would it represent the total money available to forces for Covid-19 pressures, but should be regarded as an early payment against those costs where they were needed and where recruitment had slowed due to the pandemic.

The Wiltshire Funding Position

Wiltshire were awarded an Uplift grant of up to £1.384m to recruit 49 officers, 50% of this is £0.692m.

Wiltshire remained on track to hit the Uplift headcount target of 1074 (1046 fte) (this included secondments). The recruitment was planned throughout the year with two intakes planned in the last three months of the financial year. This may lead to some funding slippage. The lack of certainty in this statement exists because no grant forms had been issued to date from the Home Office.

With current demand the estimated cost to Wiltshire Police was circa £0.108m (excluding PPE). So assuming the current spending levels occur until September the cost estimate (including 2019-20 costs) was £0.666m.

The Chairman thanked Clive Barker for his report.

85 **Picture Going Forward**

Naji Darwish – Deputy Chief Executive, OPCC outlined the PCC Risk Register which was included in the agenda pack.

Points made included:

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

The register was reviewed monthly on an informal basis by the Deputy Chief Executive and formally by the Commissioner's Monitoring Board on a quarterly basis, prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. It was now also considered at OPCC Executive Leadership Team monthly meetings. The Commissioning and Policy Officer had responsibility for the day-to-day management of the register.

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

The PCP noted the register.

The Chairman thanked Naji Darwish for his report.

Clive Barker - Chief Finance Officer, Wiltshire Police gave a short update on the Medium Term Financial Strategy

Points made included:

Wiltshire Police were entering an uncertain period.

Next year's costs were being closely looked at.

Over the Summer finance staff would be trying to gauge what Central Government may do regarding re-funding etc.

Estate Strategy – that the delay was marginal at present.

Clive Barker - Chief Finance Officer, Wiltshire Police gave a short update on the new Wiltshire Police ICT Department and infrastructure.

Points made included:

The new IT Department was being delivered over three phases.

Phases one and two were complete with some twenty posts filled.

That many interviews during the lockdown had been done via SKYPE – these interviews had been well received.

That interviews were now to be arranged for some eleven posts in phase three.

Work on the infrastructure continued to move forward.

A question was raised by the panel as to Clive Barker managing the new Wiltshire Police ICT as well as being the 151 officer. The panel were advised by the OPCC that Clive Barker was not the Head of the ICT programme, and that he was held to account by various Wiltshire Police boards and of course the risk register.

The Chairman thanked Clive Barker for his updates.

Chris McMullen – Director of People and Change, OPCC presented a report which outlined Operation Uplift – COVID-19 Implications.

Points made included:

- That the national Uplift programme was an opportunity to increase resourcing and re-invest in policing following a ten-year period of austerity and a fall in police officer numbers.
- The service had been asked to introduce 2,000 extra officers by March 2020, rising to 6,000 extra officers by March 2021.
- At the last Police and Crime Panel, a paper outlined the local implications for Wiltshire, stating that Wiltshire had to recruit 49 extra officers by March 2021. High level assumptions continued to be made on financial and workforce plans for beyond March 2021, which suggested 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 would be required to recruit over 400 officers up to March 2023. It was estimated at this stage that one in eight applicants get through the process, resulting in needing approximately 3,200 applicants for police officer jobs in Wiltshire – this was a huge requirement.
- That overall, there had been a significant amount of change for the Uplift programme due to COVID. It had been a clear priority from the College and the Government to continue with this programme and as outlined in

this report, the majority of amendments had supported Forces to continue recruiting new officers, and in some cases provided new opportunities.

- That the true impact on the Uplift programme would not be felt for some time to come, however Wiltshire continued to plan and expect to meet the Uplift numbers required.
- That Wiltshire Police still expected to hit their recruitment targets, but there were many unknowns due to the pandemic.
- That special Constable recruitment would continue, numbers were down as some had left to pursue careers as regular officers.

The Chairman thanked Chris McMullen for his report.

Naji Darwish – Deputy Chief Executive, OPCC presented a report that outlined COVID-19 OPCC and Force recovery.

Points made included:

- That the operational and organisational impact of COVID-19 had been managed in line with emergency planning and business continuity plans. There was significant organisational focus initially to ensure that policing and the organisation was prepared to respond and manage the potential risks and impact of COVID-19
- That the impact of COVID had been global, touching every aspect of society. An event of this magnitude would lead to wider changes in organisations and in society. The COVID-19 regulations and public health guidance created rapid change but the longer term changes would take time to emerge.
- Recovery from COVID would be very gradual and we would not enter a 'recovery phase' in the same way as usual emergency planning. This was due to the scale of change, continued managing of public health risk and the length of time this would take. This meant that a 'new normal' had emerged and would continue to evolve. It was questionable whether recovery would lead to a return to 'pre-COVID' conditions, as organisations continued to adapt.
- Wiltshire Police and OPCC had been adapting to the impact of COVID and the risks on its impact on the workforce. Extensive planning had been completed to mitigate these risks during potential COVID scenarios. Part of this work had reprioritised resources to ensure continued operational capability, new COVID specific capability and ensuring services could be delivered safely and in line with public health guidance.

- Operational and strategic risk registers continued to be reviewed in light of COVID and this would continue to be refined as risks and mitigation develop.
- The emergency management and governance arrangements had been shared with the Police and Crime Panel in April 2020. As initial COVID-19 response work had been implemented with new operating processes in place (such as PPE distribution, COVID regulations etc), COVID-19 governance had reduced in frequency.
- Recovery was the focus of Silver command weekly and was reported onto Gold and respective governance structures. This is led by ACC Deb Smith for Wiltshire Police and D/CEO Najji Darwish for the OPCC. This currently used the existing gold, silver, bronze structures, however this would continue to be fluid due to the complexity of recovery. All significant medium and long term decisions would continue to be managed by the respective executive leadership teams and CMB structures.
- There were a range of impacts on workforce, efficiency and effectiveness. Both Wiltshire OPCC and Force recognised that there had been an exceptional level of change due to COVID and this presents both risks and opportunities. A number of assessments had been commissioned looking at the impact on crime and police demand, productivity, future workforce practices and business continuity response.
- There were however opportunities going forward, how Wiltshire Police delivered its business, how policing could be delivered in a different way.

The Chairman thanked Najji Darwish for his report.

It was noted that due to the pandemic, Angus MacPherson would remain in post for a further twelve months. A Policing Plan update would be emailed to the panel members for their input and observations and then published.

Police and Crime Panel

3rd September 2020

Quarter 1 -2020/2021

Performance Overview – by exception

Priority One: Prevent crime and keep people safe

Crime Volume



Wiltshire and Swindon

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Crime Volume - Previous 12

43,523

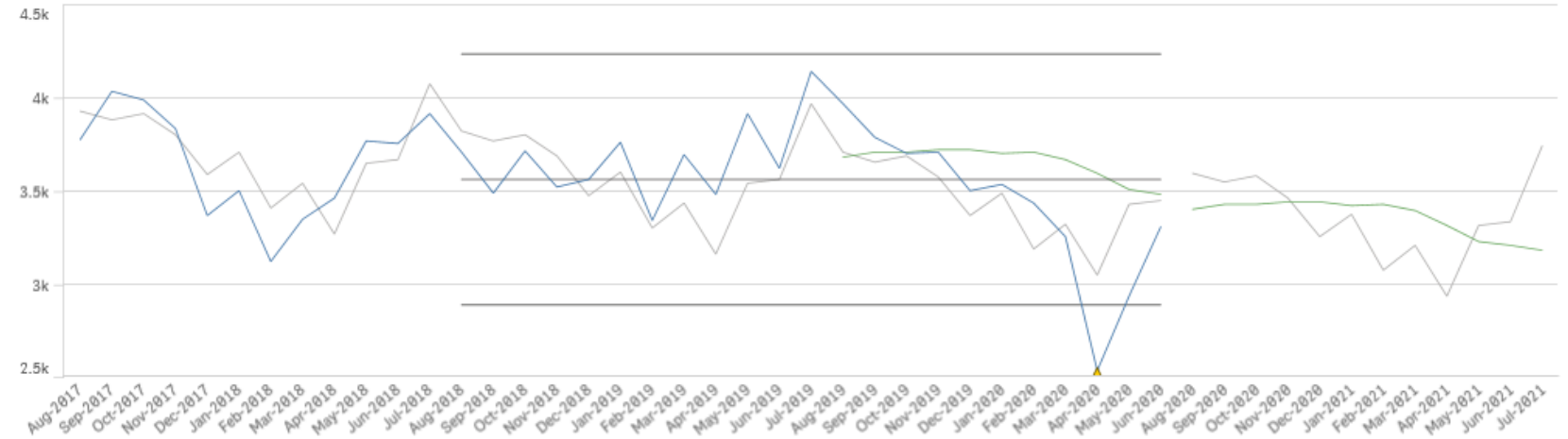
Numerical Change % Change

-1,925 -4.4%

Crime Volume - Last 12

41,598

- Crime volume (PCP Measure)



Page 1

Executive Summary

- April-2020 is highlighting as a significant exceptional low with 2,518 crimes recorded. This was to be expected considering the recent impact of COVID-19 on the overall crime commission within particular crime groups.
- The increases in recorded crime for May and June-2020 correlates with the relaxation of lockdown guidelines by the government
- The monthly and rolling 12 month forecast is showing a decline in volumes
- The year on year change to June-2020 of -4.4% has been significantly impacted by the decrease in reported crime
- Police recorded crime has decreased nationally by -3.9 per cent in the 12 months to May 2020 and -2.8 per cent regionally. Meaning Wiltshire is in line with national increases but significantly below forces within our most similar group (MSG)

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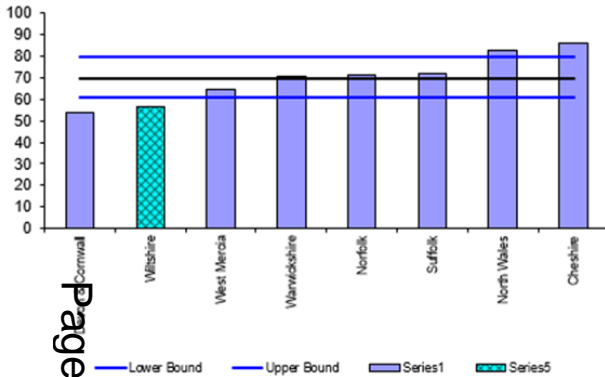


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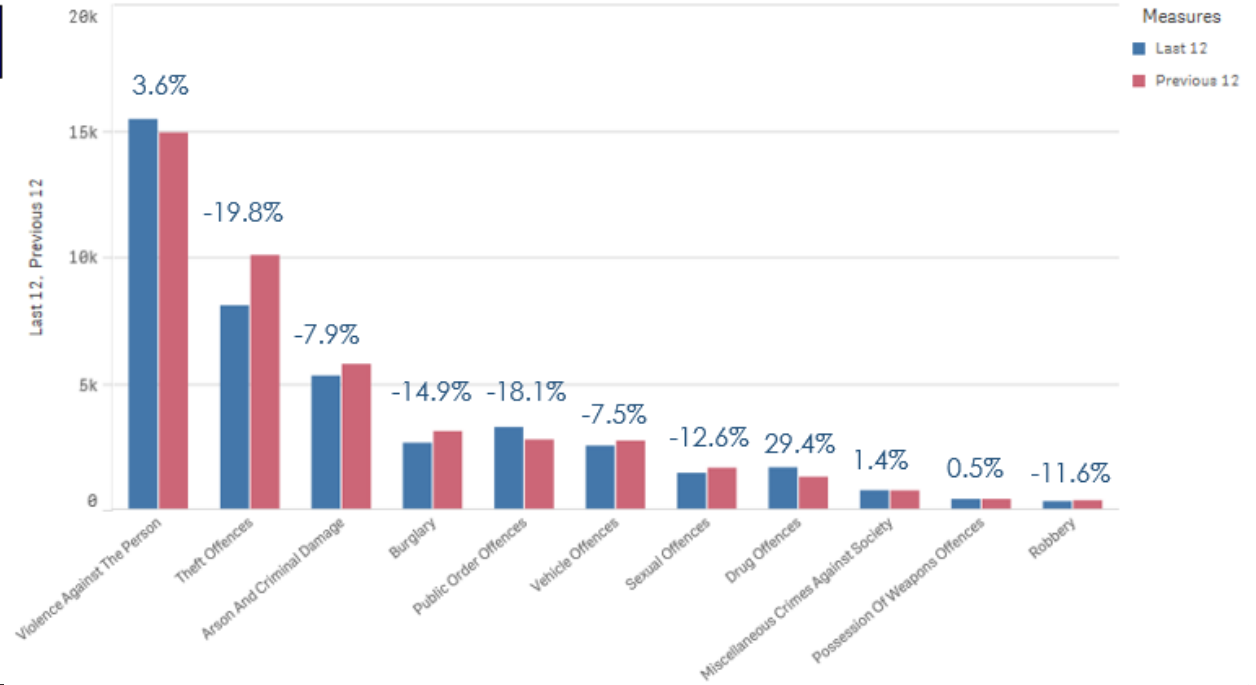
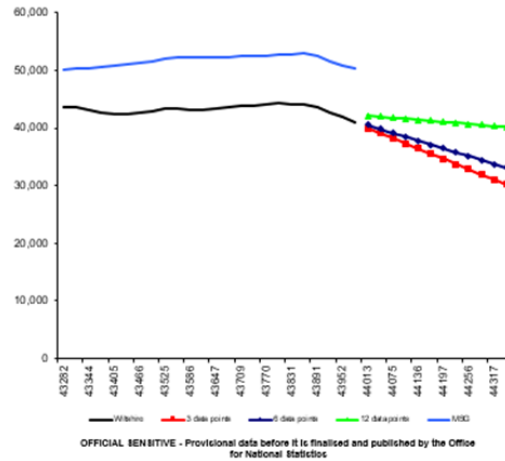
Crime Volume



iQuanta Bar Chart MSG (12 months) - Crimes per 1000 Residents
Wiltshire
Crimes
01 Jul 2019 - 30 Jun 2020



iQuanta Projection Chart - Rolling 12 Month Crimes
Wiltshire
Crimes
01 Jul 2018 - 30 Jun 2020



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

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

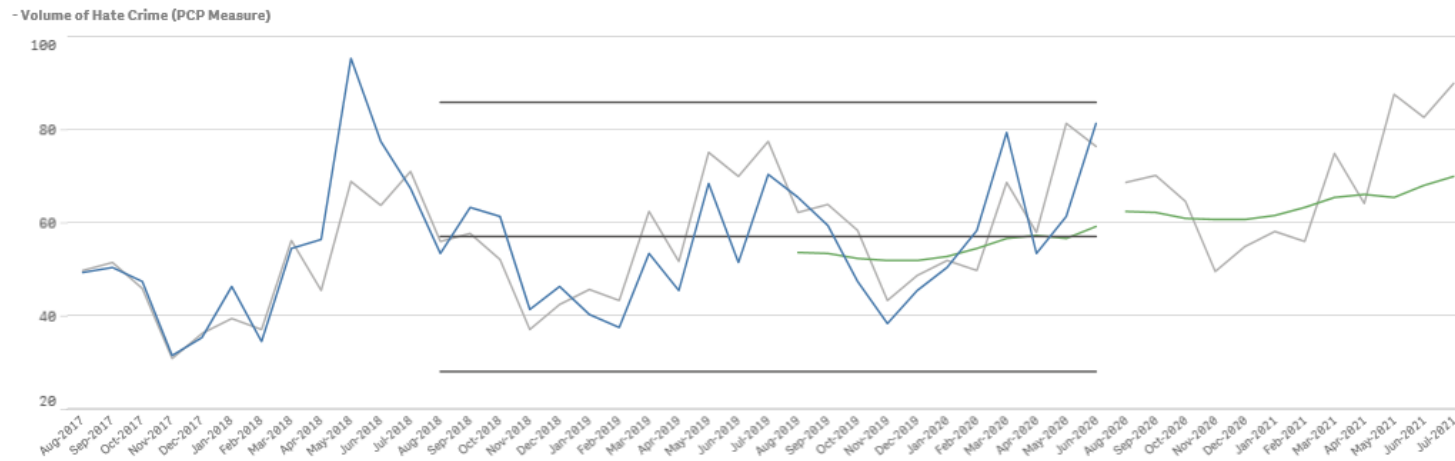
Executive Summary

- 12 months to June-2020 - 56.5 recorded crimes per 1000 population, significantly below the MSG average of 69.7
- 12 months to May-2020 - sit second nationally for crime rates per 1000 population
- Crime recording compliance average 92.1% for quarter 1 2020/2021 and remains consistently high

Hate Crime



Wiltshire and Swindon
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Executive Summary

- There were 81 reported hate crimes in June-20, highlighting as an exceptional high and breaching the upper limit, 54 (66%) were racially motivated. There were also 25 hate incidents recorded, also considered as exceptional
- Exceptional increases were experienced in Salisbury (15), Amesbury (8) and Chippenham (6) CPTs
- Hate Crime volumes increased week on week in June-2020, with the week ending 28/06 being most impacted
- The Black Lives Matter Movement saw: (resulting in 8 hate crimes being reported)
 - 300 people gathered in Trowbridge on the 04/06
 - 1,000 people gathered in Swindon and Salisbury on the 06/06
 - 150 people gathered in Melksham on the 07/06
- National Hate Crime Awareness Week – 2nd of October – Communications strategy being developed inline with national theme of H.O.P.E
 - **H**ate Crime Awareness. **O**perational Response. **P**revention. **E**mpowering Communities
- Wiltshire are establishing an internal scrutiny panel to enable files to be reviewed for quality assurance of investigative standards, with a regional offer from the hate crime lead to send a review team into force to dip sample cases and provide feedback
- Hate Crime Advisors are to engage with minority communities to ensure confidence, public safety and gather intelligence
- Re-establish engagement with IAG's which has been limited due to the impact of covid-19 and lockdown

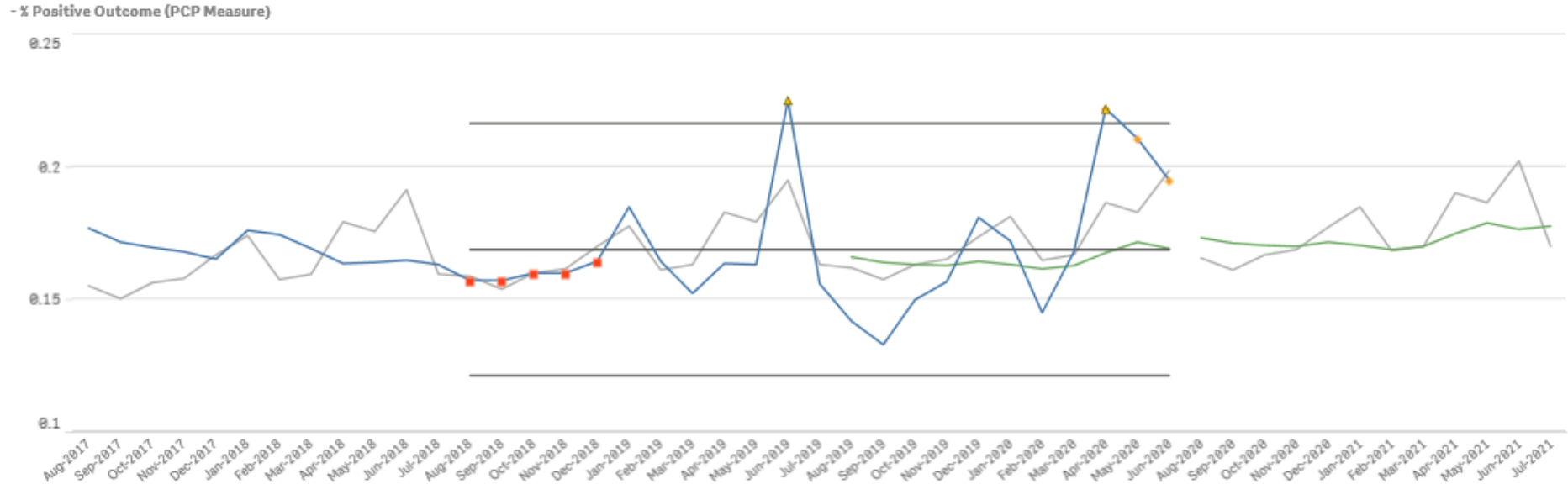
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Positive Outcome Rate



Rolling 12m to June-2020

16.6%

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Executive Summary

- Quarter 1 2020/2021 3 month exceptional high for April-2020 at 22.1% , May-2020 at 21% and June-2020 at 19.4%
- The decreases in recorded crime volume have impacted the discrete monthly positive outcome percentages
- For the rolling 12 months to June-2020 the positive outcome rate remained stable at 16.6%
- Within our most similar group we remain significantly above the average of 14.8%

** those crimes that have been detected within that month are divided by the total crimes reported in that month.

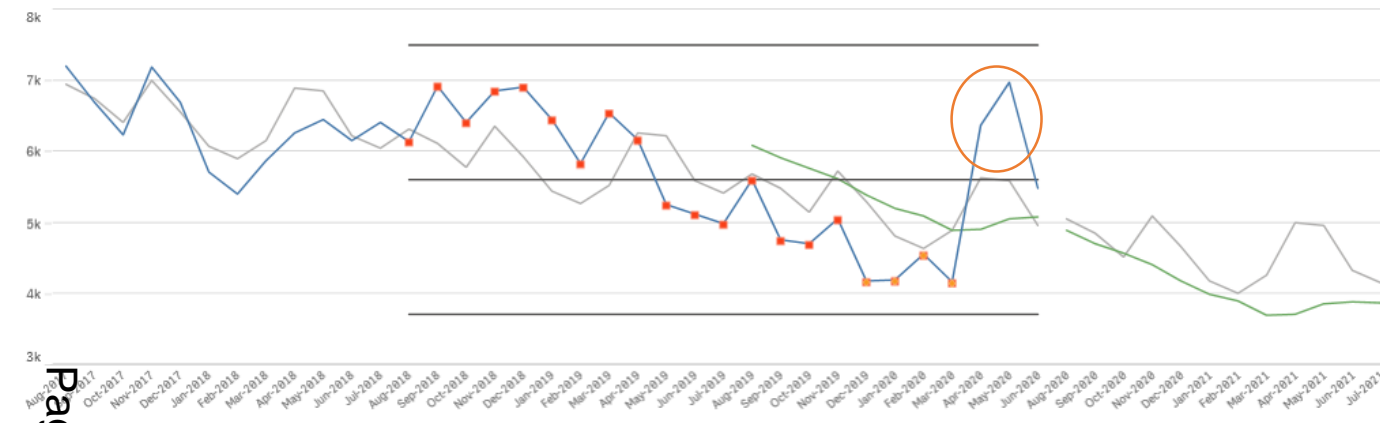
For example, if there were 75 crimes detected and disposed of in the month of June-19 and only 50 crimes were reported, it would result in a 150% outcome rate.



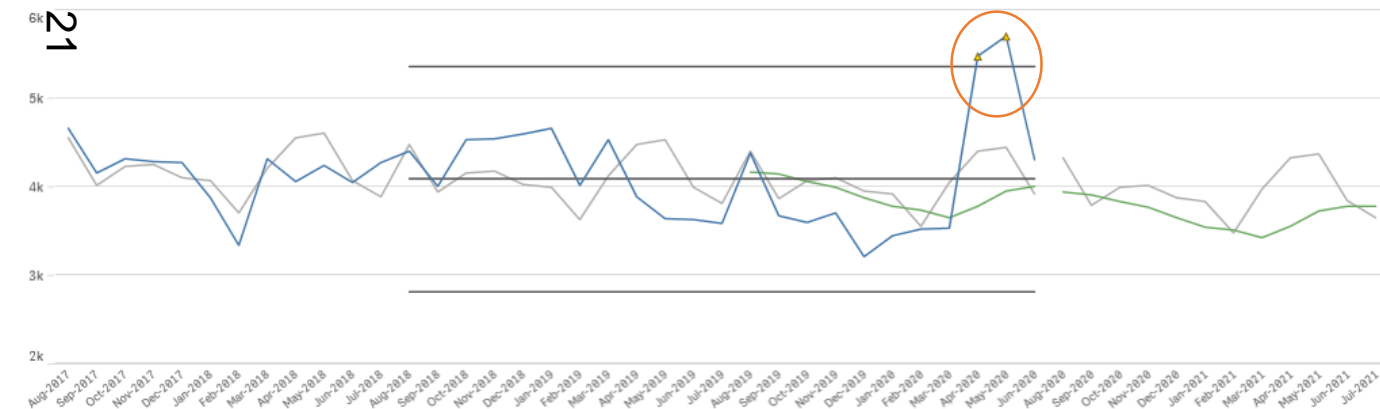
Special Constable Hours Deployed



- Hours Delivered by Specials (PCP Measure)



- Local Policing hours delivered by Specials (PCP Measure)

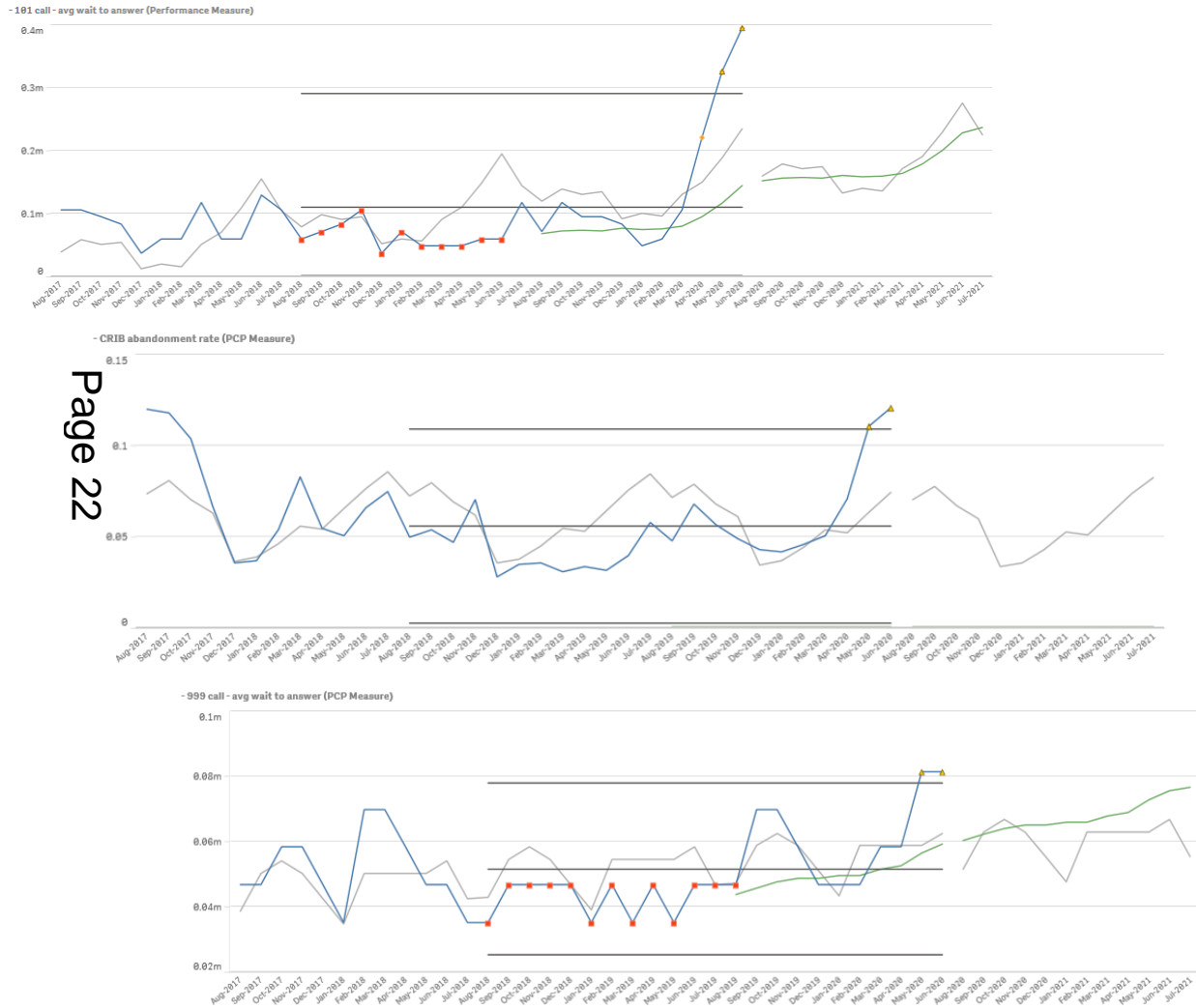


Executive Summary

- Overall Special Constable hours deployed for Quarter 1- 2020/2021 were not exceptional. An increase can be seen within the quarter, specifically in April and May
- These increases were driven by the significant rise in local policing hours that were delivered by Special Constable during the lockdown and furlough stages of government restrictions relating to covid-19
- Letter sent by the Chief Constable to two individuals for significant number of hours delivered



Call Answers Rates



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EXECUTIVE SUMMARY

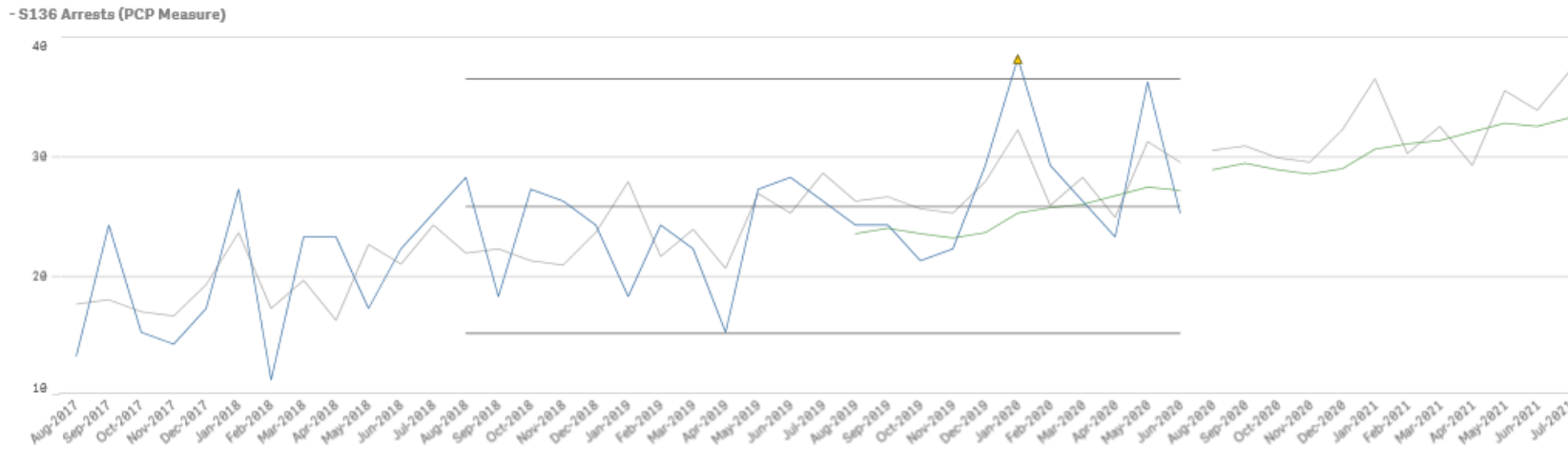
- On the 16th of April the staff in the Crime and Communication Call Centre were divided between two working locations to ensure social distancing measures could be adhered and ensure the safety of staff whilst carrying out their duties
- The current working circumstances are impacting the ability for teams to overlap during handover at certain times of the day and are also with reduced number of supervisors;
- it is also impacting operators ability to monitor incoming calls and wait times for those working in locations other than Devizes Headquarters, where there is a wallboard for monitoring by supervisors and operators
- 101 average wait to answer for May-2020 was 28 seconds, highlighting as an exception but still inside the service level agreement of 30 seconds. June-2020 highlighted as an exception at 34 seconds
- CRIB call demand is seeing increases inline with seasonal peaks
- CRIB abandonment for May-2020 and June-2020 consecutively were 11% and 12%. Supervisors attribute the rise in abandonment rates to supervisory challenges presented by the need for split working locations
- 999 average wait to answer for May and June-20 were above the upper bounds of what is considered normal at 7 seconds, remaining comfortably within the service level agreement of 10 seconds. Dedicated call-takers within each team have been implemented to ensure service levels to the public
- 999 calls are forecasted to increase but currently remain low within Quarter 1 2020/2021

Priority Two: Protect the most vulnerable in society

Section 136 Arrests



Wiltshire and Swindon



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Executive Summary

- **One month high** in May-2020 – 36 arrests made
- Following the ease of lockdown restrictions there has been a rise in people presenting with Psychotic symptoms, many of whom have not previously come to the attention of health services or police. June-2020 has begun to see the return of the more common mental health cases that we deal with i.e. people with suicidal ideation. Combining these circumstances has resulted in a rise in reported cases for May-2020
- At the beginning of Lockdown mental health community teams suffered a reduction in staff due to sickness. Resulting in reduced levels of care within the community. These staff have mostly returned to work and are implementing a 'recovery' phase
- Mental health assessments in custody were experiencing delays with the increase in demand and more persons needing to be de detained section 136 in custody*
- Whilst the number of S.136 are remaining relatively stable, with June-2020 returning to pre-covid volumes. It is the number of suspected suicides that has seen a significant increase. The force lead for mental health is working with Public Health England and local suicide prevention leads around current suicide levels
- Other forces are also reporting an increase in demand for current MH cases**
- NHS England anticipating a 30% surge in MH cases in the next 6-12 months due to COVID-19

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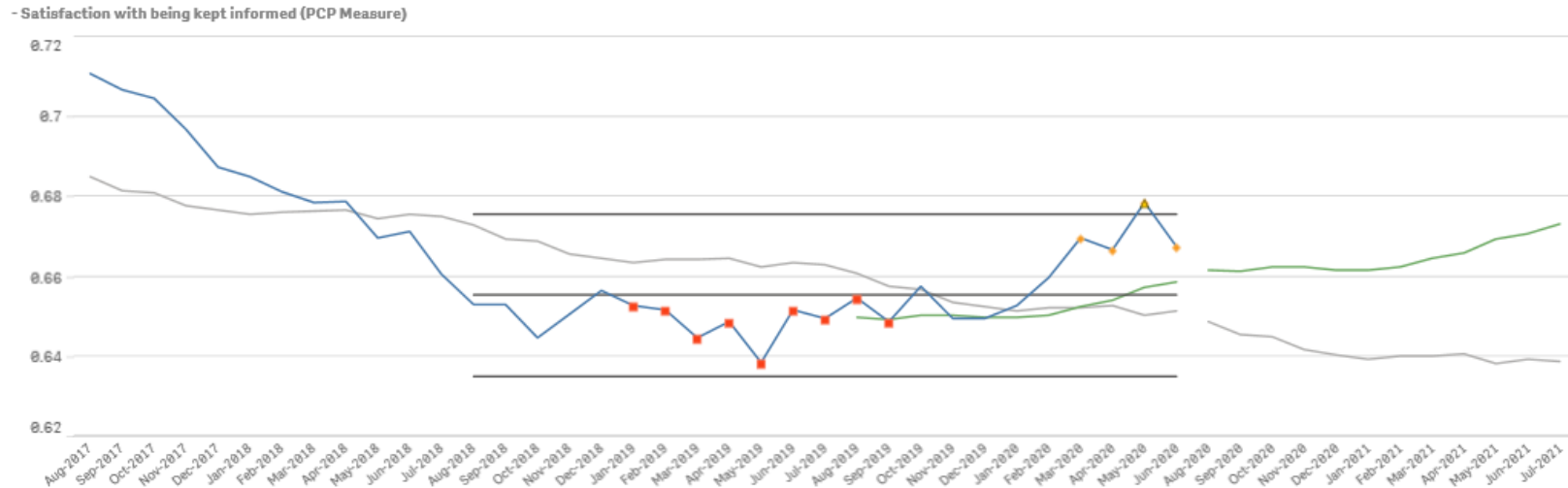
Priority Three:

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

Satisfaction with being kept informed



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EXECUTIVE SUMMARY

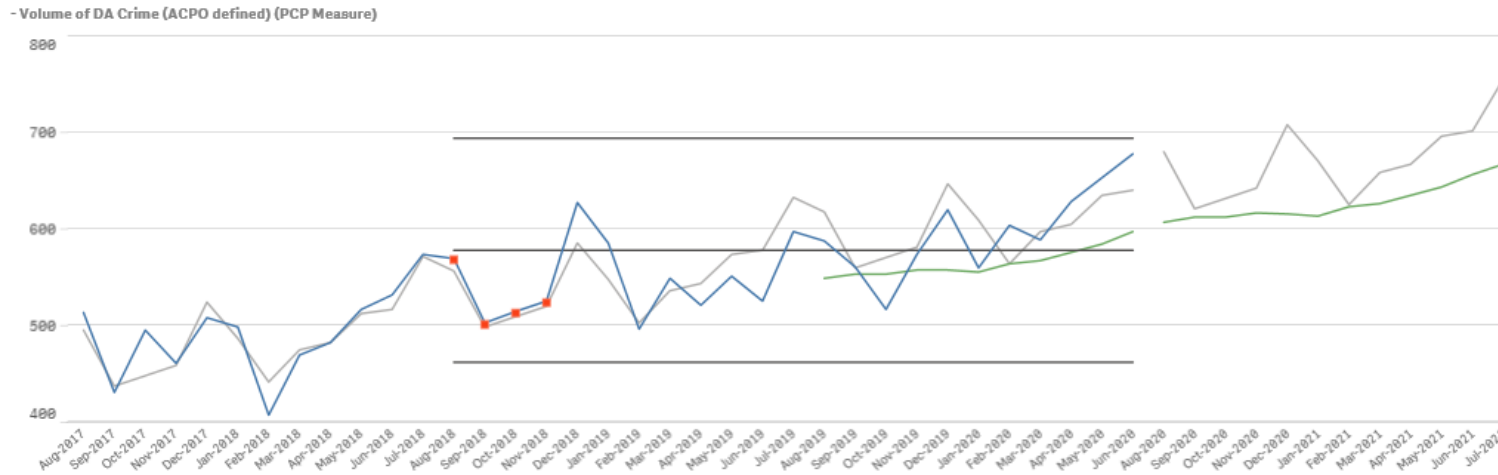
- Overall victim satisfaction with the whole experience remains consistently improved and now showing levels of 'new normal' with the figures being reported
- Satisfaction with being kept informed showing a consistent increase within Quarter 1 2020-2021. The average for the quarter was 67% and 65.9% for the 12 months to June-2020
- My office continues to lead on the review of the Victim Satisfaction survey methodology to ensure it is fit for purpose



Volume of Domestic Abuse



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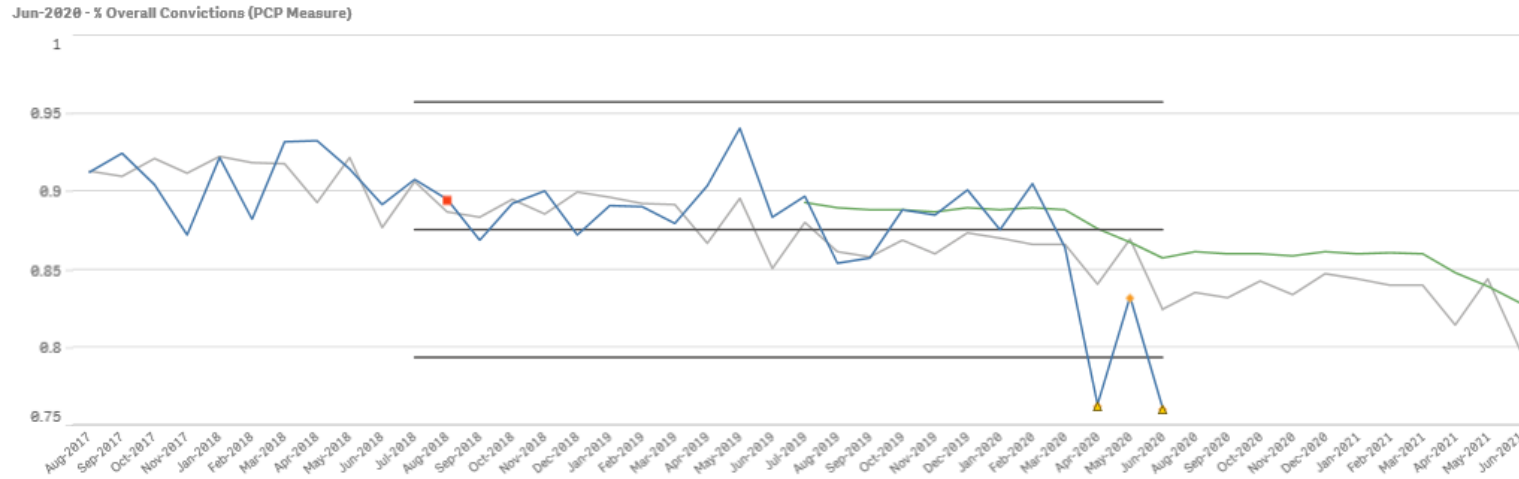
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EXECUTIVE SUMMARY

- The long term trend for domestic abuse crime in Wiltshire continues to increase in line with the national trend with June-2020 being the first exceptionally high month in the last 2 years. These increases were reported as exceptional highs within Chippenham, Royal Wootton Bassett and Swindon CPT's. This exception correlates with the easing in lockdown restrictions.
- There has been a significant reduction in reported high risk cases. In contrast, partner agencies are reporting an increase in more complex cases
- Wiltshire Police have invested in radio media campaign, Facebook live sessions and promoted multiagency social media campaign all encouraging reporting
- The first arrest scrutiny panel sat recently the audit revealed a 25% arrest rate against 20 offences, which should have been nearer 45%. At the Vulnerability and Force Operations Board leads discussed the need for increased local performance management and monitoring with a feedback process to officers regarding decision making



Conviction Rate



EXECUTIVE SUMMARY

- Conviction Rates are presenting as a three month exceptional low within Quarter 1 2020/2021
- Quarter 1 2020-2021 average conviction rate was 78.4%, compared to the 24 month average of 87.3%.
- This is likely to deteriorate as cases are discontinued or lost due to the overloading of the Criminal Justice system during Covid-19
- Courts within Wiltshire have been slow on opening and have been challenged with reduced legal advisors impacting the ability to stand up trials. Courts have advised there are new starter due to begin imminently
- Conviction Rates are monitored and discussed through the Wiltshire Criminal Justice Board (WCJB) and will be monitored as courts begin to increase the number of cases they are able to hear
- WCJB also await a local court plan



Priority Four:

Security a quality police service that is trusted and efficient

Number of Actual Sickness Days lost per person



**0.8 days lost per person (June-2020)
Exceptional low**

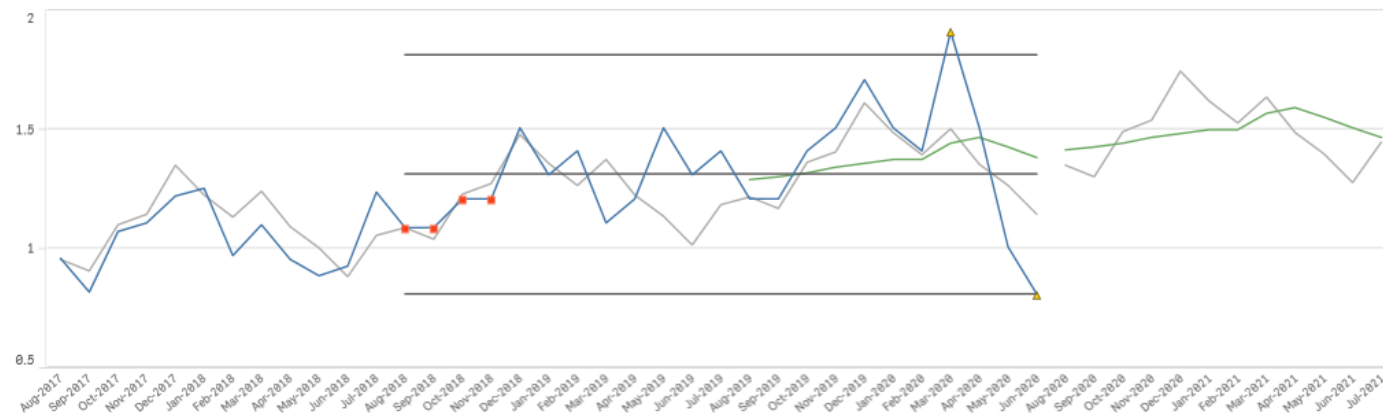
EXECUTIVE SUMMARY

- Quarter 1 2020/2021 has seen a reduction in sickness. With June-2020, being the lowest volume since September 2017 with 1738 sickness days lost (0.8 days lost per person)
- June-2020 experienced 42% of all sickness being classified as psychological
- A slight increasing trend over the previous 24 months is still present (7%). However, if volumes continue to reduce or remain stable a downward trend is likely over the coming months
- This reduction in volume is attributed to long term members of staff returning from sickness and increased data quality. Staff from our human resources department are focusing on ensuring the records are accurate, in conjunction with daily data quality meetings to identify anomalies within records

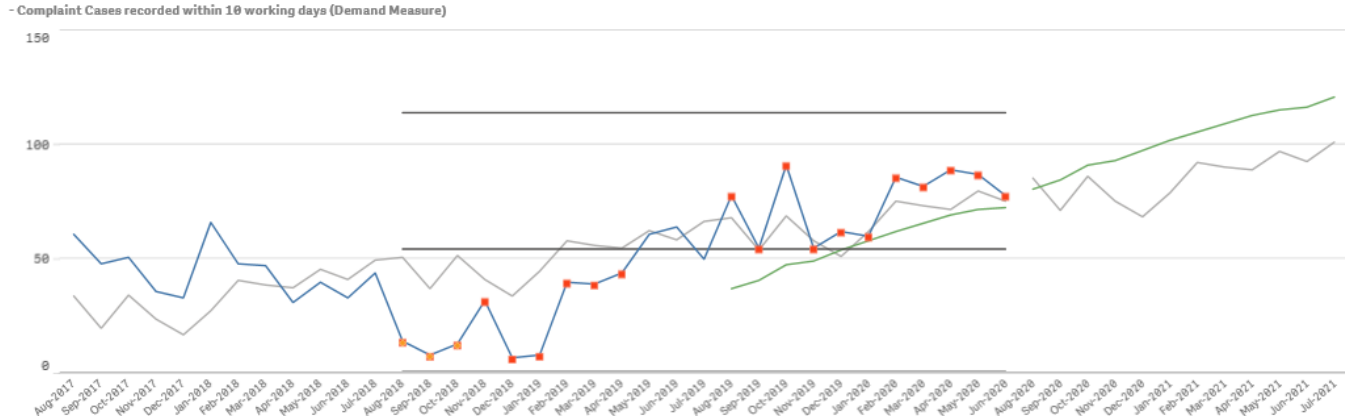
Dorset 12	Sickness Days Lost	Number of people off
Cardiac/Circulatory	116	5
COVID-19	65	9
Digestive Disorder	155	36
Ear/Eye Problems	19	5
Genito-Urinary	27	7
Headache/Migraine	56	16
Infectious Diseases	46	7
Miscellaneous	275	26
Musculo/Skeletal	177	23
Nervous System Disorders	8	2
Psychological Disorder	736	41
Respiratory Conditions	62	8
Skin	1	1
Grand Total	1743	186

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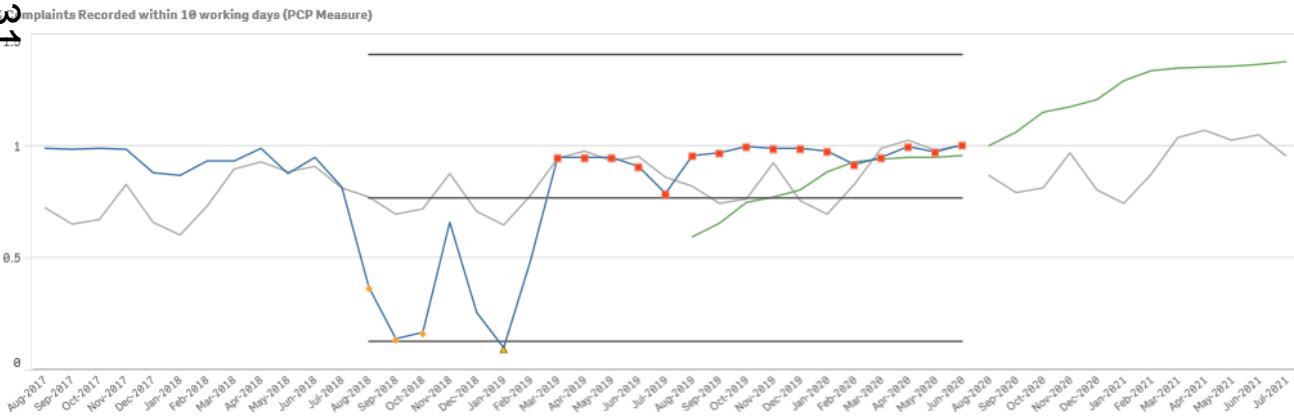
- Number of actual sickness days lost per person All Staff (QVD) (PCP Measure)



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



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EXECUTIVE SUMMARY

- In Quarter 1 2020/2021 there were 255 complaints recorded, with 251 of those within 10 working days
- Within June-2020 a total of 77 complaint cases were recorded and all recorded within 10 working days, **100% compliant**. This is first time this has been achieved since May 2017
- National figures have been delayed to forces for Quarter 4 2019/2020 due to legislation changes and systems problems and intend on be released later this year. Quarter 1 2020/2021 will not be produced.

Independent Office for Police Conduct recommends 10 working days

Average days to record a complaint:

April '20 = 2 days

May '20 = 2 days

June '20 = 6 days



Additional areas of note

Covid-19 Issued Fixed Penalty Notices

*27th March – 5th August 2020



SUMMARY OVERVIEW - FIXED PENALTY NOTICES RELATING TO COVID-19



Lockdown period covering 27 March - 5 August 2020

In response to the global COVID19 pandemic, the Government introduced new legislation aimed at slowing the spread of the virus and saving lives. This included giving police the power to sanction Fixed Penalty Notices (FPNs) to anyone breaching the guidance.

We developed this summary of the use of FPNs in Wiltshire and Swindon in order to ensure transparency and openness with our communities around any enforcement action that Wiltshire Police officers have taken with regards to these breaches.

*Figures can fluctuate due to delays in recording FPN's. Since the last report published on 24 July 2020, no further FPNs have been recorded by Wiltshire Police.

Wiltshire Police received an average of 1,021 calls each day during this period, 24% of which were 999 emergency calls. In addition to these, Wiltshire Police have created 8,092 COVID-19 logs, which includes online reports relating to COVID-19 since this service was introduced on 30 March 2020.

Throughout the Lockdown period, Wiltshire Police have adopted an approach to Engage, Explain, and Encourage compliance with Covid guidelines and we resort to Enforcement only as a last resort. Throughout this time we have had to deal with some incidents involving breaches of guidance, and as a result issued 225 Fixed Penalty Notices (FPNs) to 214 individuals. 11 people have been issued with FPNs on more than one occasion.

The majority of notices were issued for not complying with the Government guidance on non-essential travel and people gathering in public. To date Wiltshire has issued no FPNs regarding individuals not wearing a face mask in public and individuals who are required to self-isolate post travel.

The highest number of FPNs were issued in Chippenham (53), Swindon (47) and Salisbury (44) policing areas.

Of all the notices issued by Wiltshire Police during this period, 76% were issued to males and 24% were issued to females. The majority (66%) of notices issued by Wiltshire Police were to individuals aged between 18-37 years old. 43 of these FPNs were issued to individuals who do not reside in Wiltshire or Swindon.

Wiltshire has issued 0.27 FPNs per 1,000 population**. The majority of FPNs (151) were issued to people who identified as White/White British. (**per 1,000 population data now excludes FPN's issued to individuals who do not reside within force).

There were 10 FPNs issued to people from Black/Black British backgrounds (a rate of 1.64 per 1,000 Black population using 2011 census data; 6 to people from Asian/Asian British background (0.31 per 1,000 population) and 4 to people from mixed background (0.41 per 1,000 population). 11 FPN's were issued to individuals who did not state their self-defined ethnicity.

Wiltshire's PCC has approved a process to provide scrutiny and oversight of the legality and proportionality of FPNs. A Scrutiny Panel meets regularly to review and test all pro-forma templates issued in Wiltshire and Swindon with an option to rescind unlawful and/or disproportionate notices. A review of all FPNs to date was conducted and as a result 15 FPNs were rescinded.

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

The Scrutiny Panel reports into a Strategic Leaders meeting and is also reported into the Wiltshire Police strategic oversight governance meeting which is attended by the Office of Police and Crime Commissioner. The process as a whole is overseen by the Deputy PCC and Deputy Chief Constable.

From 13 May, the Government introduced new regulations which included the increasing of FPNs from £60 to £100.

WILTSHIRE POLICE and THE POLICE AND CRIME COMMISSIONER FOR WILTSHIRE AND SWINDON

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www.wiltshire-pcc.gov.uk

Covid-19 Issued Fixed Penalty Notices

*24th July – 20th August 2020



SUMMARY OVERVIEW - FIXED PENALTY NOTICES RELATING TO COVID-19 REGULATIONS



Lockdown period covering 24 July - 20 August 2020

In response to the global COVID19 pandemic and lockdown, the Government introduced new legislation on 24 July aimed at slowing the spread of the virus and protecting the public as lockdown eases and businesses begin to re-open. The legislation requires members of the public who do hold an exemption card to wear face coverings in a number of different spaces including shops/supermarkets and public transport.

Further to this, legislation also requires members of the public to self-isolate for 14 days after return to the UK from a number of countries on the COVID-19 'at risk' list.

Failure to comply with this government legislation gives police the power to sanction a £100 fine with the serving of Fixed Penalty Notices (FPNs).

Throughout the easing of lockdown period, Wiltshire Police have continually adopted an approach to Engage, Explain, and Encourage compliance with Covid guidelines and we resort to Enforcement only as a last resort. We are delighted to report that this approach has been very successful, with very high levels of compliance from the public.

This updated summary of the use of FPNs in Wiltshire and Swindon covers the new regulations in order to ensure transparency and openness with our communities around any enforcement action that Wiltshire Police officers have taken.

This report covers the period from 24 July 2020 to 20 August 2020.

During this timeframe, Wiltshire Police have created **161 COVID-19 logs**, which includes online reports relating to COVID-19. Out of these logs Wiltshire Police received **10 calls for assistance** to help enforce the face covering legislation from businesses and concerned members of the public.

There have been **no FPNs** issued by Wiltshire Police in relation to Covid regulations since 31 May 2020.

To date Wiltshire has issued **0 FPNs** regarding individuals not wearing a face covering in public and individuals who are required to self-isolate post travel.

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

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

The Scrutiny Panel reports into a Strategic Leaders meeting and is also reported into the Wiltshire Police strategic oversight governance meeting which is attended by the Office of Police and Crime Commissioner. The process as a whole is overseen by the Deputy PCC and Deputy Chief Constable.

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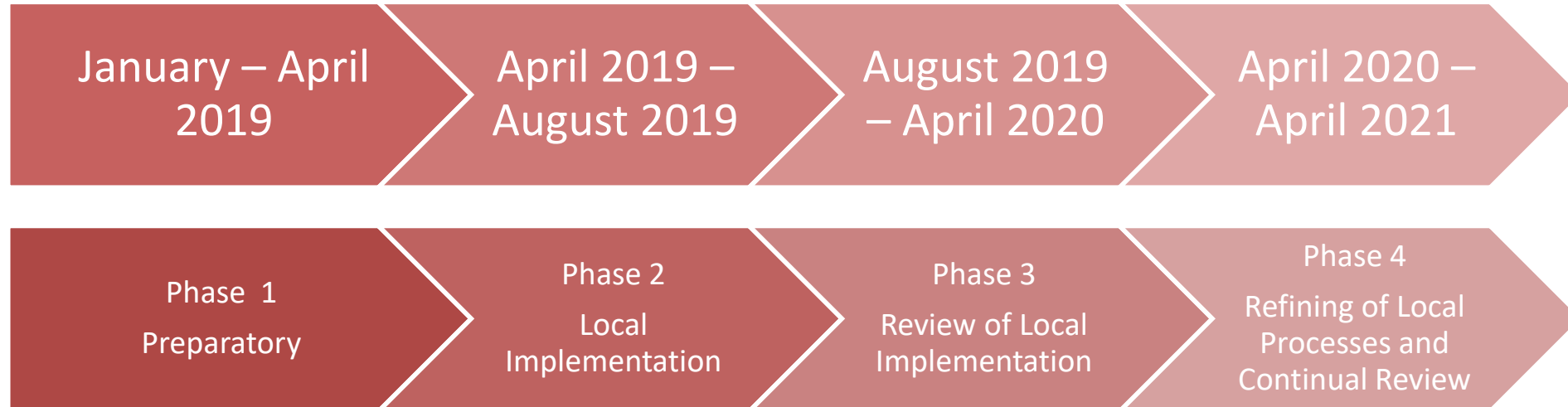
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Tri-Force

- Wiltshire Police worked in collaboration with Avon & Somerset Constabulary and Gloucestershire Constabulary for the shared provision of Specialist Operations including Firearms Officers, Roads Policing & Collision Investigation and Dog Handlers, entering into a 'Tri-Force' collaboration agreement with effect from April 2014.
- As of 19th April 2019, the collaboration was formally disbanded following concerns over the impact on governance of proposed changes to the model, although some elements such as the shared Black Rock firearms training facility remain in operation.
- Disaggregating the collaboration and bolstering the resilience of the respective specialist teams with additional local resource carried an anticipated cost implication of c.£860k per annum; however, it was anticipated that benefits would be realised in terms of their increased contribution to local policing priorities.
- In anticipation of the dissolution of the Tri-Force collaboration, an internal audit was included within the 2019/20 annual plan.

Time Line

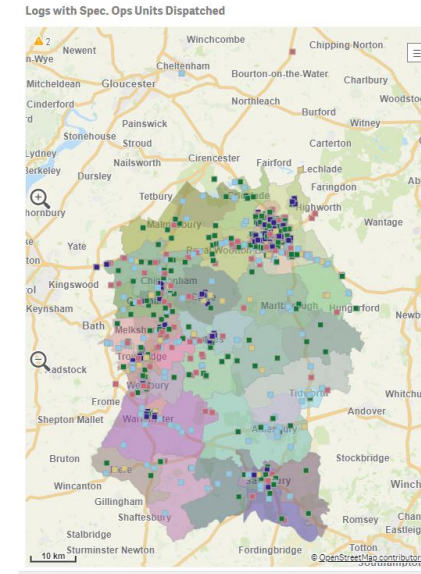
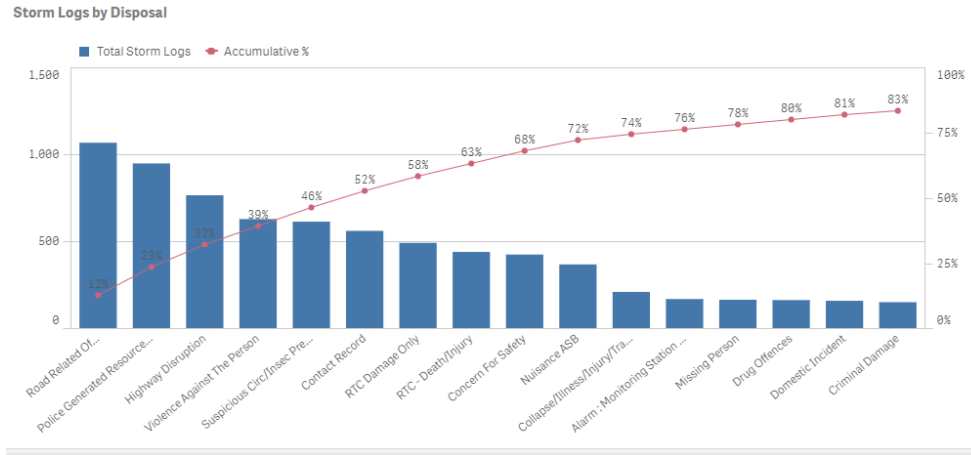


Phase 3 Review

- Phase 3 of the implementation of HQ Operations involved a review of the performance of the current HQ Operations model and was done in tandem with the Force Management Statement.
- HQ Operations frequently assist local CPT's with community priorities which either require additional support or specialist assets
- HQ Operations are tasked via the Force Incident Manager for Spontaneous Work or for Pre-Planned, Force Tasking Fortnightly and also via local Tasking Meetings which the HQ Operations Department Leads attend.
- Local priorities where HQ Operations can be assistance are provided to the HQ Operations Department Leads and then this is tasked directly to officers on HQ Operations.
- The process of tasking has been noted as being successful, it is responsive to the needs or local CPT's and can flex to provide support in Surge Demand.

Phase 3 Review – Support to CPT

- A statistical analysis shows that between April 2019 and March 2020 HQ Operations attended 8,777 logs, this is up from 2018-19 by 817 logs representing a 10% increase in logs attended.
- 37.7% of those logs in the Swindon CPT area and 62.3% elsewhere in the county.
- The majority of the logs assisted with were Road Related, closely followed by Pre-planned logs which would include pre-planned warrants and arrests.



Phase 3 Review - Demand
















- HQ Operations Armed Policing has experienced a 109% increase in Authorised Deployments of Armed Tactics since April 2020.
- General demand for Roads Policing units in 2020 has risen by 23% from 2019. There has been a general downward trend in collisions involving death or injury and an upward trend and rise in damage only collisions.
- Demand for Dog Units has remained stable with a nominal increase in demand between 2019 and 2020.









Phase 4 Review – Future Demand

- Phase 5 will keep our current processes under continual review and seek to keep aligned specialist resources to demand.
- There are a number of key demands on the departments from the implementation of national processes.
- Key and significant future demand include;
 - **ISO Accreditation of Forensic Collision Investigators** – The ISO requires the force to have processes, procedures and trained staff to undertake the forensic analysis of collisions. This then receives accreditation by an external body. This accreditation is essential for the force and carries with it financial and logistical implications. The force has subscribed to the FCIN (Forensic Collision Investigators Network) who will assist the force in attaining accreditation by July 2022
 - **RPU National Direction** – The HMICFRS and NPCC have shown a keen interest in Road Policing and nationalising processes for the management of Policing the Road Network.
 - **A303 Tunnel, Stonehenge** – The project relating to the A303 tunnel is likely to see demand on RPU resources and other force specialisms to support the project.
 - **Continued Increase in Firearms Authorities** – It is unclear if the recent 109% increase in firearms authorities is likely to be a continued sustained or temporary trend but there is a national increase in knife crime and county lines gangs related serious violence.

POLICE & CRIME PLAN 2017-21

Measure	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Infographic	Context
1. Prevent crime and keep people safe														
Crime recording compliance		90.2%	91.3%				89.4%	92.1%	92.9%	91.4%	91.8%	93.3%		Discrete increasing trend.
Volume of Crime	4132	3958	3773	3687	3692	3489	3517	3423	3241	2518	2917	3291		Decreasing trend.
Anti-Social Behaviour Volume	1723	1660	1356	1442	1194	1158	1101	936	1259	1761	1692	1634		Previously decreasing trend, although we see a recent increase.
Overall Confidence in Police			77%			77%			77%					Data received quarterly; awaiting data for this quarter. Stable trend.
Hate Crime Volume	70	65	59	47	38	45	50	58	79	53	61	81		Increasing trend leading to a one-point high.
Immediate response time	00:10:49	00:10:32	00:17:00	00:11:17	00:10:30	00:10:56	00:10:27	00:10:51	00:10:28	00:08:59	00:09:29	00:09:44		Discrete decreasing trend. September data affected by IST outage.
Priority response time	00:54:14	00:53:23	01:05:54	00:58:12	00:55:33	00:52:51	00:47:40	01:01:04	00:54:46	00:41:33	00:47:04	00:49:11		Increasing trend. September data affected by IST outage.
Average time to answer 999 call	00:00:04	00:00:04	00:00:06	00:00:06	00:00:05	00:00:04	00:00:04	00:00:04	00:00:05	00:00:05	00:00:07	00:00:07		Increasing trend leading to a two-point high. September data affected by IST outage
Average time to answer CRIB call	00:01:44	00:01:24	00:02:08	00:01:47	00:01:28	00:01:01	00:00:50	00:00:56	00:01:06	00:01:10	00:01:56	00:01:31		Increasing trend. September data affected by IST outage
CRIB Abandonment rate	5.7%	4.7%	6.7%	5.6%	4.8%	4.2%	4.1%	4.5%	5.0%	7.0%	11.0%	12.0%		Discrete increasing trend leading to a three-point high. September data affected by IST outage.
Volume of Serious Violent Crime														Under development.
Volume of Knife Crime			81			58			65			46		Quarterly data submission. Decreasing trend.

Positive Outcome Rate (rolling 12 month)	15.5%	14.1%	13.2%	14.9%	15.6%	18.0%	17.1%	14.4%	16.7%	22.1%	21.0%	19.4%		Improving trend against a backdrop of national reduction.
Quality of full files (error rate)	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%		Decreasing trend.
Volume of Out of court disposals (including Restorative Justice)														Under development.
CPT Establishment Level														Under development.
Percentage of CPT Staff at Work														Under development.
Percentage of CPT Officers able to Respond to Crime														Under development.
Special Constables average hours deployed	4954	5569	4723	4671	5021	4146	4162	4530	4131	6338	6948	5459		Decreasing trend, which correlates with decline in Special Constabulary headcount.
Number of Watch Scheme Volunteers												1076		New measure. No trend to identify.
Volume of Cybercrime	201	246	261	223	196	207	256	273	255	221	222	280		Increasing trend.
Rural Crime Volume	84	55	73	70	71	90	64	41	75	52	76	61		Decreasing trend.
Killed or Seriously Injured Casualties	31	22	32	22	26	22	18							Delay on receiving data. Decreasing trend.
2. Protect the most vulnerable in society														
Volume of Repeat Missing Children	9	5	6	8	4	5	2	11	9	5	6	5		Decreasing trend.
Volume of CSE crimes	15	13	7	8	6	6	7	8	11	8	12	10		Decreasing trend.
Volume of Fraud														Under development.
S136 Arrests	26	24	24	21	22	29	38	29	26	23	36	25		Increasing trend.

First Time Entrants into the Criminal Justice System															X	Under development.
Number of Reoffences per Reoffender over time															X	Under development.
Frequency of Reoffending per Reoffender															X	Under development.
Recall Rate due to Reoffending															X	Under development.
Overall Mean Reoffending Risk Score															X	Under development.
3. Put Victims, Witnesses and communities at the heart of everything we do																
Satisfaction of victims with the whole experience	77.0%	77.4%	76.9%	77.5%	76.7%	76.7%	77.3%	77.8%	78.2%	78.2%	78.7%	78.7%		Demonstrating increasing trend after period of decline; eight-point high.		
Satisfaction with being kept informed	64.9%	65.4%	64.8%	65.7%	64.9%	64.9%	65.2%	65.9%	66.9%	66.6%	67.8%	66.7%		Discrete increasing trend.		
Satisfaction with ease of contact	94.0%	93.7%	94.4%	94.8%	93.5%	93.6%	93.9%	93.8%	94.0%	93.9%	94.4%	94.2%		Increasing trend.		
Satisfaction with treatment	90.1%	90.1%	90.4%	90.1%	89.5%	89.4%	89.6%	89.5%	89.6%	89.2%	90.7%	90.4%		Discrete decreasing trend.		
Percentage of Unsuccessful Convictions due to Victim Issues															X	Under development.
Volume of Domestic Abuse Crime (ACPO defined)	595	586	559	515	571	618	558	602	587	626	651	676		Increasing trend leading to a three-point high.		
Outcome for Domestic Abuse Crime	15.9%	15.8%	15.2%	14.9%	14.6%	14.5%	14.8%	14.7%	14.4%	14.0%	13.5%	13.6%		Decreasing trend.		
Domestic Abuse Conviction Rate (as proportion of offences)															X	Under development.
Volume of Sexual Offences (Recent / Non Recent)	153	136	127	112	102	94	121	132	104	61	109	129		Decreasing trend.		
Outcome for Sexual Offences	9.6%	9.8%	9.8%	10.1%	10.4%	9.9%	9.9%	9.0%	8.9%	8.3%	9.2%	9.2%		Decreasing trend.		

Sexual Offences Conviction Rates (as proportion of offences)															Under development.
Percentage of Unsuccessful Domestic Abuse and Sexual Offence Convictions due to Victim Issues															Under development.
Average days report to trial															Under development.
Overall Conviction Rate	89.5%	85.3%	85.6%	88.7%	88.4%	89.9%	87.4%	90.4%	86.3%	76.2%	83.1%	76.0%		Decreasing trend leading to a three-point low.	
4. Secure a quality police service that is trusted and efficient															
Number of actual days lost per person	1.4	1.2	1.2	1.4	1.5	1.7	1.5	1.4	1.9	1.5	1.0	0.8		Previously increasing trend leading to a one-point low.	
Overall Staff Satisfaction in Wiltshire Police															Under development.
Wiltshire Police Workforce BAME %		2.3%	2.0%	2.2%	2.1%	2.1%	2.1%	2.1%	2.0%	2.1%	2.2%	2.3%		Stable trend.	
Volume of Complaints	63	81	56	91	55	63	61	94	86	89	89	77		Increasing trend.	
% Complaints recorded within 10 working days	78%	95%	96%	99%	98%	98%	97%	91%	94%	99%	97%	100%		Increasing trend; eight-point high. Positive improvements during 2019.	
Complaints average number of days to record	9	5	6	3	4	4	7	3	3	2	2	6		Decreasing trend, although this started to increase again in June. Positive improvements during 2019 and consistently meeting IOPC expectations of within 10 working days.	
Percentage of appeals upheld	0%	17%	20%	0%	0%	50%								No trend to identify; awaiting data.	



Agenda Item 6

Meeting	Police and Crime Panel
Date	3 rd September 2020
Report Title	Police and Crime Commissioner - 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 members on the PCC Risk Register.

2.0 Introduction and Background Information

2.1 The risk register is aligned to the lifespan of the Police and Crime Plan (2017-2021) and has been reviewed and updated as at 30 July 2020.

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

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

2.4 The register is reviewed monthly on an informal basis by the Deputy Chief Executive and formally by the Commissioner's Monitoring Board on a quarterly basis, prior to meetings of the Joint Independent Audit Committee and the Police and Crime Panel. It is now also considered at OPCC Executive Leadership Team meetings on a monthly basis. The Commissioning and Policy Officer has responsibility for the day-to-day management of the register.

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

2.6 The risk appetite remains at 30.

2.7 The PCC Risk Register is attached at Appendix A.

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

3.0 Key Risks to Consider – Inherent

3.1 The register identifies eleven inherent risks; seven are considered as either minor or acceptable, and four are considered moderate.

3.2 Details on the four risks considered moderate are:

- *Risk I2: Failure to produce a MTFs that enables the PCC to deliver his P&C Plan priorities and fails to identify delivery of necessary savings*
Following review of this risk, the likelihood has been increased from 2 to 3. This is to recognise the risk of reduced resources from 2021-22 for which a new risk (T13) has been created.
- *Risk I6: Partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process*
The Resilience cells which had been established by both Local Authorities worked well and have morphed into Recovery cells. Good and effective partnership working is still taking place and as a result the likelihood scoring has reduced from 4 to 3.
- *Risk I7: PCC estate fails to enable effective and efficient policing*
The refurbishment of Royal Wootton Bassett police station has been completed and was reopened at the end of July 2020. Despite Covid-19, the Commissioner's Estate Strategy is still being delivered. Covid-19 has had a positive impact on the cultural benefits of remote working and these will be embraced by the Office of the Police and Crime Commissioner and the Force to ensure these remain.
- *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.

4.0 Key Risk to Consider – Topical

4.1 The register identifies five topical risks (four existing risks and one new risk). Of the existing risks, two are considered moderate and one is considered major. Details on these risks are provided in Paragraph 5.3 below.

4.2 Details on the new topical risk can be found at Paragraph 6.1 below.

4.3 Details on the one existing risk considered major is:

- *Risk T12: Impact of Covid-19 on criminal justice capacity and backlog*
The risk event has been amended to better reflect that this risk is associated with the wider criminal justice system and not just policing (previously this was: *impact of Covid-19 on policing and criminal justice*). 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.

4.4 Details on the two existing risks considered moderate are:

- *Risk T1: Review of funding formula does not provide additional resources or reduces resources to Wiltshire*

It was anticipated that the Review would take place in Autumn 2020 but this is now likely to be delayed as a result of Covid-19. Work on the Comprehensive Spending Review is taking place at a national level which all Police and Crime Commissioners and Forces are contributing to. The score is maintained at 24.

- *Risk T3: Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN*

The scoring of this risk is maintained at 24 as new national guidance and a full business case is still awaited. Wiltshire has agreed to take on the assurance role as from 1 April 2020 which will provide greater insight into emerging issues.

5.0 New Risk

5.1 The following risk has been identified and considered a major risk. Further information is provided below:

- *Risk T13: Reduced resources in 2020-21 impacting baseline and ability to deliver a police service*

This risk was identified as a new risk in June 2020. There is a lot of uncertainty around funding from 2020-21 and the Chief Finance Officer is closely monitoring the situation and providing regular updates to the Commissioner. Additional mitigation and controls will be added to the register as more information is received.

6.0 Future Reviews of Risk Register

6.1 This report and version of the Risk Register was considered by the Commissioner's Monitoring Board on will also be considered at the Police and Crime Panel on 12 August and will also be scrutinised by the Joint Independent Audit Committee meeting on 29 September 2020.

7.0 Staffing Implications

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

8.0 Financial Implications

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

9.0 Legal Implications

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

10.0 Sustainability

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

11.0 Diversity Issues

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

12.0 Contribution to the Police and Crime Plan 2017-2021

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

13.0 Recommendations

13.1 The 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

ACRONYM	MEANING
ACCs	Assistant Chief Constables
APAC ² E	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BUSS	Best Use of Stop and Search
CC	Chief Constable
CFO	Chief Finance Officer
CJB	Criminal Justice Board
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSPs	Community Safety Partnerships
D&C	Devon and Cornwall
DA	Domestic Abuse
DCC	Deputy Chief Constable
ESN	Emergency Services Network
FME	Forensic Medical Examiner
FMS	Force Management Statement
GCHQ	Government Communications Headquarters
GDPR	General Data Protection Regulations
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HR	Human Resources
ICT	Information Communication Technology
JIAC	Joint Independent Audit Committee
LA / LAs	Local Authority / Local Authority's
MPs	Members of Parliament
MoJ	Ministry of Justice
MTFS	Medium Term Financial Strategy
NAO	National Audit Office
NPCC	National Police Chiefs Council
Op Fairline	First Salisbury incident
OP Fortis	Second Salisbury incident
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
PACCTS	Police and Crime Commissioners Treasurer Society
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSOs	Police Community Support Officers
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
RJ	Restorative Justice
S&S	Stop and Search
SA	Sexual Abuse
SARC	Sexual Assault Referral Centre
SD&T	Service, Delivery and Transformation
ACRONYM	MEANING

SW	South West
TOIL	Time Off In Lieu
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOTs	Youth Offending Teams

RISK KEY

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

Appendix A - 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)							Residual Risk Score					
ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	
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 P&C Plan reviewed annually as part of annual report process P&C Plan agreed as key document for police community safety partnerships and WCJB Informed by CC's operational advice and partnership delivery plans Comprehensive engagement and consultation with the public in developing final P&C Plan Attendance at strategic boards with partners Attendance at Force SD&T where performance is reviewed PCC commissioning of services in addition to policing to support delivery of P&C Plan 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 Following public consultation, police precept for 2020-21 increased by £10 for Band D property Recruitment of police officers Integrated OPCC and Force Planning cycle introduced in 2019-20 Overall crime below usual levels due to impact of lockdown but this is balanced against increased demand on police to manage Covid-19 restrictions Impact of Covid-19 varies across the Plan, some priorities have continued with limited impact (eg. CPT improvement) whilst other priorities require further work to understand Covid-19 and economic impact - this work to be delivered as part of OPCC business recovery phase 	2	2	4	16	30-Jul-20	Maintain - business as usual	
	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 Reduced public and partner 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 Member of APCCs / APAC²E / PACCTS Horizon scanning database referenced Fortnightly finance meetings between PCC and CFO Collaborations / projects require financial sign-off at CMB Continual review and update working closely with CC Central government determined by Treasury Awaiting further details on national announcement of police officer and support staff uplift. Further details anticipated mid Sep / October from Home Office MTFS presented to January Panel meeting Positive central funding settlement from government has increased resources into policing PCCs able to increase precept up to maximum of £10 per year for 2020-21 PCC has proposed and Panel unanimously supported £10 increase (PCC has held public consultation on proposal) Significantly reduced financial risk to policing and enabled further investment to be made including contributions to capital Mindful of impact of Risk T13 	3	2	4	24	30-Jul-20	Increased (previously 16) - due to likelihood of reduced resources from 2021-22	

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
13	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 • Partnership agreements / grant letters issued for each commissioned service outside of the police • Commissioned services provided by Wiltshire Police reviewed • Regular / Final reports a prerequisite of all commissioned services • Quarterly meetings of the Commissioning Performance Board which keeps all commissioned services under review • Monthly Commissioning Team meetings take place • Constant future planning of allocation of Community Safety Fund and Victims Fund – 2020-21 commissioning intentions form part of business planning cycle, drafted and to be presented to Commissioner for approval • Planning underway for review of services to ensure timely and smooth transition to new provider where necessary • Ongoing / New commissioning with LAs meeting all legal and procurement requirements • Internal Audit reviewed governance arrangements and gave a 'reasonable' assurance with no significant findings • 2019-20 first year of fully established commissioning structure - Commissioning Team now up to full strength • Clear processes in place and have been tested for full financial year • Commissioning process embedded • Engagement with commissioned services to identify impact on their 	2	1	3	6	30-Jul-20	Maintain - business as usual
14	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 • Attendance at monthly performance and programme meetings - OPCC attendance and meetings more operationally focussed • Review of performance data • Regular review of force spend • Engagement with public 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 • Working with CC to review all accountable mechanisms to ensure they are fit for purpose • PCC/DPCC attending all Area Boards • Normal business meeting cycle has recommenced and working effectively in virtual world 	1	2	4	8	30-Jul-20	Maintain - business as usual
	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, additional support being provided by OPCC • PCC has coordination role across CJS system on behalf of victims • WCJB delivering substantial parts of the P&C Plan • WCJB Strategy, action plan and performance dashboard established and being delivered by sub-groups • RJ strategy agreed by WCJB • Partnership working to support delivery of specialist victim services for DA and SA • Victim services being redeveloped to further integrate support • Work to improve interface between force and CPS to improve efficiency with sexual offences • Improved links and coordination between local and national CJB through APCC, portfolio leads and WCJB Business Managers • Annual review completed by WCJB Manager with partners, identified areas of service improvement, but overall strategy is on course and targeting the right areas • Strong relationships with CSPs and YOTs • Commissioning manager (CJS & Reducing Reoffending) within OPCC • National changes around Probation Service ongoing and being monitored through WCJB • Local and national CJB protocols implemented by APCC, MoJ, and WCJB and being adhered to • Covid LCJB Wessex group established, attended by Hants, Dorset and Wilts and meets weekly • Group discuss, understand and find solutions for CJS operational issues as a result of Covid-19 • Minutes shared of group meetings and sub-groups shared with OPCC 	2	2	3	12	30-Jul-20	Maintain - business as usual

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 • Fortnightly meetings of CMB discuss emerging developments with partners • Updating and monitoring of Horizon Scanning database • OPCC early engagement with LAs and partners to identify and reduce demand on policing services, CJS and wellbeing services • OPCC working to co-ordinate commissioning of services across local government, health and CJS • OPCC working with LAs, public, private and third sector services sharing strategies, commissioning plans and identifying areas of risk • Using range of communication methods to ensure public, private and third sector organisations are aware of PCC strategies and plans • Respective recovery groups established in LAs • Covid-19 impact is on changing structure / restructuring 	3	3	2	18	30-May-20	Reduced (previously 24) - likelihood decreased from 4 to 3 as partnerships are working well with everyone focussed on recovery
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 • PCC holding officers to account for delivery of strategy • CC has provided operational requirements to PCC • Operational requirements developed across all police departments and informed by current and future predicted demand • Programme plan delivering against Estate Strategy (Marlborough and Royal Wootton Bassett has been delivered, planning approved on Warminster) • Range of business cases, approved / being developed • Acquisitions and Disposal Board overseeing commercial aspects • Wiltshire Hub Board overseeing Force estate programme operations • Service requirements being identified for operational and learning and development requirements at HQ • Covid-19 has had positive impact on cultural benefits of remote working, these will be embraced by the OPCC / Force to ensure they remain 	3	3	2	18	30-Jul-20	Maintain - Estate Strategy is being delivered
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 • Service delivery reviewed and due to more 'police only' standards change in model agreed • 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 • New Head of ICT in post working on transformation programme - enhanced reporting of progress to strategic board • Tactical Transition Board established and meets fortnightly • Recruitment of ICT staff underway -35 of 38 posts have been recruited • 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 • Improved relationship with WC • Covid-19 has increased number of staff wanting to work with the Force • Transformational work taking place and mostly running to schedule 	2	2	4	16	30-Jul-20	Decreased (previously 24) - positive work taking place with regard to ICT transition programme

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
I9	18-Aug-15	Police collaborative arrangements do not deliver anticipated benefits due to weak governance and accountability and / or the impacts outweigh business benefits	<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 • PCC strategic parameters for collaboration set and communicated December 2017 • Governance arrangements have been reviewed for all collaborative agreements • Specialist operations have been brought back under local control save for Firearms Training (at Black Rock); Counter Terrorism Firearms Command; Major Crime Investigation • Quarterly meetings taking place for all collaborations • Composite funding agreement across all PCCs/Forces to be agreed 	3	3	2	18	30-Jul-20	Maintain - funding agreement to be agreed across all PCCs/Forces
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	<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 • OPCC stable with new staffing structure and operating well • PCC staff conduct horizon scanning and provide regular briefings to the PCC • SSOs focal point for ensuring PCC Executive Team are briefed • Current PCC term extended for 12 months and reviewed arrangements to ensure continuation of governance for this period of time 	1	2	2	4	06-May-20	Maintain - business as usual
I11	17-Sep-18	OPCC does not have enough resource to discharge its responsibilities to the standard set by the PCC and external bodies	<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) • Results of scoping, identified demands, outcomes of discussions to be fed into planning cycle • Expansion of PCC role - increased devolution from central government (criminal justice / fire governance) • Further refinement of shared service model with Wiltshire Police - provides access to greater range of services than an OPCC can deliver but additional resources required • OPCC resourcing plan agreed at CMB to address identified gaps • HMICFRS Inspection Reports responded to and published on website • SSOs focal point for ensuring PCC Executive Team are briefed • Engaging in national networks through APCC • Management of staff sickness during Covid-19, line managers receiving daily reports • Working from home arrangements working well 	1	2	3	6	30-Jul-20	Maintain - business as usual

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary
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 D&C PCC is a member of the Technical Group and PCC able to channel his views through her 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 £750m allocated to policing in spending review but no details on allocations to be made to individual forces Anticipate review will be done as part of CSR in Autumn Review expected Autumn 2020 but now anticipated to be delayed CSR work taking place 	2	4	3	24	30-Jul-20	Maintain - review likely to be delayed as a result of Covid-19
T3	02-Mar-17	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	<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 by PCC Katy Bourne 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 Updates being received on a regular basis but not providing confidence or clarity on timescales and costs – latest update provided to PCCs at January 2019 APCC General Meeting Concerns around devices provided and whether they can deliver the necessary technology Potential for significant cost increases Stop on project team recruitment to limit cost and no longer rolling funds forward Funding allocated in capital plan NAO report published May 2019 highlighting significant risks and seems unlikely ESN will be delivered by target date of 2022 Wiltshire CC appointed NPCC National Lead Full business case expected in the New Year National decision taken to change covert radios due to delays in delivering via ESN programme Wiltshire has agreed to take on assurance role as from 1 April 2021 	4	3	2	24	30-Jul-20	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"> Ongoing recruitment of police officers and PCSOs Ongoing review of assets / resources CPT resource and officer deployability scorecard developed and used by force, PCC and PCP Intake of new police officers progressing through training Reviewing HMIC inspection reports and PEEL assessments PCP scrutiny Force performance and resourcing reviewed as part of planning cycle in Autumn of each year Utilises evidence and demand planning produced in Force Management Statement - further work to fully understand demand and align to capacity and capability CC advice on resourcing, staff mix and policing threats Focus on CPT resources and availability - revised CPT model being rolled out National uplift has identified 49 additional officers for Wiltshire - the usual recruitment process will be followed so will not be immediately on patrol Increased focus on CPT model with expectation that changes made to enhance local policing Review linked to FMS structured plans and business planning timeframes - Force presented initial update and now in consultation with staff unions 16 additional police officers to be recruited following £10 increase in precept Remain on track to deliver uplift of police officer numbers Increased resources available to frontline due to Covid-19, crime and 	2	2	4	16	30-Jul-20	Maintain - Covid-19 has not impact on deployability
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 replaced Co-ordinating Group (response phase) mid-June, meets weekly CJS partners across Wessex at senior level are represented (PCC, Police, CPS, Courts, Probation, Prison, YOT and Legal Aid Agency) Themes of work include: <ul style="list-style-type: none"> Agreed set of principles to which the Recovery Group will work to and accountable Court Capacity (operational group meets weekly) Capacity and backlog modelling is in early stages and will be used to develop specific local plans Data capture to understand demand, pressure points in system and backlog V&W focus, first meeting 5.8.20 to explore opportunities across Wessex Comms to stakeholders, sharing policy changes, bi-weekly court updates Mechanism for information sharing Recovery plans for magistrates and crown courts, all open in Wiltshire however capacity significantly reduced Close monitoring and local delivery of national Recovery Plan developments through Wessex Recovery and Criminal Justice Board Chief Constable risk register managing operational risks Daily update and review of impact on Wiltshire Police, performance and service continuity Regular communication from PCC and CC to whole force three times a week (was five) 	3	4	4	48	06-May-20	Maintain - mitigation and controls updated
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"> CFO is keeping a watching brief on the position Various financial updates planned to PCC however identification of what the funding gap will be is unlikely to be known until December 2020 There is a lot of uncertainty and this risk will be developed further as more information becomes available 	3	4	3	36		NEW

Meeting	Police and Crime Panel
Date	3 rd September 2020
Report Title	Report on the Monitoring of Professional Standards, Integrity and Complaint Appeals
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

1. PURPOSE OF REPORT

- 1.1 This paper provides the Police and Crime Panel with an update on the monitoring of professional standards, integrity and complaint appeals for the period April 2019 to March 2020.

2. INTRODUCTION AND BACKGROUND INFORMATION

- 2.1 The report uses data sourced from the IOPC, Wiltshire Police and the OPCC. Figures in brackets refer to the previous period (2018/19).
- 2.2 A key element in evaluating performance involves comparisons with the performance of our Most Similar Forces (MSFs) and the national picture. IOPC has yet to provide this data or indicate when they will be in a position to do so. The Independent Adjudicator therefore analysed the data available from the Force system at the cut-off date of 31st March 2020. The analysis is likely to err to the pessimistic in consequence, but otherwise gives a reasonable indication of the efficiency and effectiveness with which PSD handled complaints, has monitored and responded to potential corrupt practice and implemented integrity checks.
- 2.3 The Policing and Crime Act 2017 changed the processes for the handling of complaints and conduct matters as of 1st February 2020. The provisions allow Professional Standards Departments to not record or investigate Complaints below the conduct threshold if they could be finalised by a process of Service Recovery (SR); i.e. a triage process in which complainants are provided with an explanation and, where appropriate, an apology for any failures to provide a reasonable service. This process will be conducted through OPCC from September 2020.
- 2.4 In June 2019 two Independent Resilience Adjudicators were appointed and trained.
- 2.5 The change to the system has necessarily confined performance review to the period 1st April 2019 to 31st January 2020. The Adjudicator did however include a short resume of experience in the handling of complaints under the new regime for the two month period 1st February- 31st March 2020.

3. LEARNING LESSONS

- 3.1 The legislation makes strong reference to the duty of Chief Officers to use learning arising from complaints as an evidence base to “inform planning and improvement for the Force” and requires the PCC to check the progress in relation to recommendations it has agreed to implement.
- 3.2 In this period a total of 20 (8) lessons were recorded, of which 12 were individual and 8 were organisational. Whilst the number of lessons recorded returned are close to historical levels, it remained the case that there continued to be a lack of identifiable learning as an outcome when determining some appeals; The Adjudicator is not totally convinced that all complaint and conduct investigators are fully aware of the need to carefully consider learning before finalisation of reports.
- 3.3 The Head of PSD, has taken action to streamline the process for identifying, recording and completing actions on learning in a more timely fashion; this has included the development and implementation of a greatly enhanced process which requires those acting on learning to more clearly report back to PSD to confirm precisely when action was taken and finally completed.

4. IOPC REFERRALS, PROTOCOLS AND REPORTS

- 4.1 The Force made 22 referrals to the IOPC, of which 4 were designated for independent investigation; this is comparable to the figures for the last three years. None of the referrals were designated by IOPC for supervised or managed investigation and 7 of the 18 referred back for investigation by the Force were finalised. It is important to note that all but three of the 11 cases that have yet to be finalised were referred back by the IOPC in the last six months of this period. A review of the nature, complexity and timing of the complaint and conduct matters referred back for investigation by the Force, leads to no serious concerns regarding the length of time being taken to finalise them.
- 4.2 One Independent investigation was finalised by the IOPC. This was an investigation into the death of a person who died in a police pursuit, their vehicle hitting a tree. The IOPC concluded that there was no evidence to suggest that the officers involved did anything at all wrong.
- 4.3 One of the referrals currently subject to IOPC independent investigation is potentially significant. In order to expedite progress with their investigation, the IOPC will focus on the learning to be derived from this complaint.
- 4.4 We continue to be informed of all cases referred to the IOPC by the Force, which enables the Adjudicator to update on any significant issues that could impact on public confidence. The Force has referred all relevant cases to the IOPC in accordance with the protocol. There have been no cases in which the Adjudicator has recommended the PCC to exercise his power of referral to the IOPC of complaints and conduct matters that have come to the attention of PSD.

5. COMPLAINT MONITORING AND PERFORMANCE

5.1 PSD Complaint Handling

Table A below provides detail on the performance of PSD in the handling of complaints within the most important and statistically significant complaint categories.

TABLE A: PSD Complaint Handling Performance

	2019/20	Count	Last period	MSF Average 2018/19	National Average 2018/19
Complaint cases recorded		827	606		
Complaint cases pending finalisation		502	333		
Complaint cases to Service Recovery 1/2/20-31/3/20		79			
Complaints Service Recovered 1/2/20-31/3/20		19 = 24%			
Ave number of days to finalise complaint cases	105		115	117	110
Ave number of days to finalise LR complaints	101		100	78	72
Ave number of days to finalise LI complaints	94		219	157	158
% allegations Locally Resolved (LR)	57%	471 (371)	61%	49%	48%
% allegations Locally Investigated (LI)	16%	137 (173)	29%	39%	40%
% allegations discontinued	4%	36 (25)	4%	1%	1%
% allegations disappplied	4%	21 (27)	4%	5%	6%

5.2 Force Complaint Performance

Table B below provides detail on the performance of the Force in the most important and statistically significant complaint categories.

TABLE B: Force Complaint Performance

	2019/20	Count	Last Period	MSF average**	National average**
Number of allegations		1025	833		
Number of allegations/1000 employees		469	360	210	205
% of other Neglect or Failure in Duty	39%	394	48%	39%	41%
% of Incivility, Impoliteness and Intolerance	10%	102	11%	13%	12%
% of other assault	5%	58	7%	6%	7%
% of Lack of fairness and impartiality	3%	28	5%	6%	5%

**** Denotes figure for 01/04/2019-31/12/2019**

6. CONDUCT MONITORING AND PERFORMANCE

6.1 Table C below provides information on conduct cases as recorded on the Force Centurion database at the end of this period (31/03/2020), from which it is apparent that 14 cases were shown as finalised, however the performance of PSD in this aspect of its work may turn out to be somewhat better than could be inferred from the data that was recorded. The Head of PSD is confident that the high number of outstanding Conduct investigations is due to an administrative error, and not the fact that PSD does not have a grip on conduct investigations.

TABLE C: Conduct Case Performance

	Period 2019/2020	Period 2018/2019
Cases recorded	41	50
Finalised this period	1	13
Management Action	1	
Final Written Warning		2
Extended Written Warning		7
Written Warning		3
Dismissal		1

- 6.2 The Adjudicator sampled a significant number of conduct cases recorded as finalised and has not thereby identified any significant concern in the way they were handled. In overall terms he was satisfied that the sanction outcomes detailed in Table C were proportionately robust and equitable in relation to the seriousness of the conduct investigated.
- 6.3 In the report covering the last period, there was some concern at an increase in the number of conduct cases recorded. It is however pleasing to report that the number of conduct cases for this period has reduced to slightly below historic levels.
- 6.4 The Force operates a process for reviewing the conduct of anyone who is frequently subject to complaint or conduct matters. The more serious cases are periodically reviewed by the People Intelligence Board (PIB). The Adjudicator is a member of the Board.

7. INTERGRETY AND COUNTER CORRUPTION

- 7.1 PSD provides the Adjudicator access to the top level of the database, otherwise only available to the Heads of PSD and CCU. This enables periodic inspection of the detailed records of business interests, gifts, hospitality, Conduct case handling and actual or potentially serious cases.
- 7.2 A total of 296 approved business interests appear on the register, of which 99 (122) relate to requests received in this period; one (3) request to pursue a business interest was refused. The Adjudicator reviewed the detail relating to the requests which were considered during this period is satisfied that the approval process is suitably robust; he has not identified any concerns that any of the interests approved could significantly impact on the performance of Force duties.
- 7.3 The number of vetting clearance requests increased from 1274 to 1312 for this period. Previous years saw concerns at the repeated failure of the vetting unit to meet the targets for completion of vetting requests (30 and 20 days for officers and Staff respectively). The targets are now simply ASAP and the average time taken to complete vetting has reduced very

significantly to 21 (60) days and 17 (30) days for officers and staff respectively. 1140 of the 1312 requests received were completed, the majority of the remaining 172 includes those being received and/or necessarily on-going at the end of this period and 49 being refused or revoked due to being no longer needed. The unit does now comply with the relatively new Authorised Professional Practice (APP) procedures introduced by the College of Policing.

- 7.4 A total of 120 Gifts and Hospitality were registered in this period, a significant number of the requests exceeding £50 relate to Gifts donated by companies and individuals for general distribution in gratitude for the service of Police to the community during the Covid19 virus outbreak. The Adjudicator looked in some detail at the nature of the approvals of the Gifts and Hospitality registered and had no reason to conclude that the approvals thereof have been other than suitably robust.
- 7.5 The resource available to the Counter-Corruption Unit (CCU) is in the Adjudicator's opinion sufficient to process and develop information and intelligence related to potential corruption. This includes sexual corruption, which encompasses Abuse of Position for a Sexual Purpose (APSP), whereby police personnel pursue sexual or otherwise inappropriate relationships with members of the public they met through their role in the Police service. To tackle this, CCU has put in place an ongoing strategy of engagement with partner agencies that support vulnerable people.
- 7.6 An ongoing internal communications strategy (the 'Standards Campaign') provides guidance, training and information to all ranks and roles within the Force, via face to face and electronic briefings. A very informative circular called "The Standard" has been periodically released and distributed which has included a series of short animated videos called '60 Second Standards'. These videos appear to have been well received within the Force and are proving to be a very effective method of communicating various Counter-Corruption messages.
- 7.7 The CCU has continued to facilitate anonymous reporting of alleged wrongdoing via the anonymous Email or Expolink facilities and a Whistle blowing hotline.
- 7.8 CCU are aware of the requirement to OPCC of any matters that are relevant to the processes for discharging the responsibilities of the PCC in respect of integrity and any senior officer conduct matters.

8. PROCEDURAL COMPLAINTS AGAINST CHIEF CONSTABLES

- 8.1 There were a number of "low level" or non-serious complaints made against Chief Constables, all of which were investigated by the Adjudicator and not upheld; none of the complainants exercised their right of Appeal to the IOPC and they are consequently finalised with no further action to be taken thereon.

9. DETERMINATIONS OF APPEALS AND REVIEWS

- 9.1 Tables D and E below provide detailed performance data relating to the handling of Appeals by the IOPC and by the OPCC respectively.

TABLE D: IOPC Appeal and Complaint Handling Performance

	2019/20 **	Count **	2018/19	MSF average **	National average**
% IOPC Investigation appeals upheld	30%	3	67%	30%	33%
% IOPC non recording appeals upheld	58%	7	40%	36%	41%
Ave days to complete investigation appeals	42		43		
Ave days to complete non-recording appeals	32		32		
Ave days to Complete Disapplication appeals	44		26		
Ave days to Finalise Independent Investigations	275		219		420

** Denotes figure for 01/04/2019-31/12/2019

TABLE E: Force (OPCC) Appeal Handling Performance

	2019/20	Count	2018/19	MSF average**	National average**
% OPCC Local Resolution appeals upheld	21%	7	27%	22%	14%
Ave number of days to complete OPCC appeals	45	37	39	32	44

** Denotes figure for 01/04/2019-31/12/2019

10. SPECIFIC RECOMMENDATIONS

10.1 The following recommendations of the Independent Adjudicator were considered at the Commissioner's Monitoring Board and agreed:

- i.* The Force will report on steps taken to ensure that the Centurion database is kept up to date, to accurately record the number of complaint and conduct investigations that have been finalised.

- ii.** The Force will report on the position in relation to Conduct Cases as at 31st March 2020 and update the performance in the form indicated in Table C of this report.
- iii.** The Force will report on the steps taken to create a general awareness among complaint and conduct handlers of the need to be sure to identify learning, in line with the requirements of the new IOPC Statutory Guidance.
- iv.** The PSD and OPCC be asked to report on the extent to which they consider the overall resource available is sufficient to support the delivery of a timely response to complainants within an environment of a steadily increasing number of complaints.
- v.** The Force will report on any measures it considers necessary to deal with a developing backlog of complaints.
- vi.** The Force will look at means of creating a greater awareness among staff of the adverse impact that complaints of Neglect or Failure of Duty and their equivalents within the new complaints regime has on public confidence in and support for Wiltshire Police.



Meeting	Police and Crime Panel
Date	3 rd September 2020
Report Title	Community Policing Model - Resource Measures
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

PURPOSE OF REPORT

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

METHODOLOGY

2. This report uses the following to strategically monitor CPT resources:
 - a) CPT staff budget (Establishment)
 - b) Total CPT officers and staff “At Work” (as against establishment)
 - c) Police Constables allocated to respond to 999 (as against establishment)
5. A number of factors affect these overall measures and are included to assess planning and management of CPT resources. These include:
 - CPT vacancies
 - Long term sickness in CPT
 - Maternity leave
 - Suspension
 - Posting outside of CPT
 - Short & medium term absences such as annual leave and sickness
6. As the organisation brings more officers in under Operation Uplift, it is anticipated that the number of vacancies will increase. The scorecard will also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.
7. This report continues to assess working days “lost” to short and medium term sickness and annual leave and calculates how many FTE posts this equates too.
8. The methodology for this is to count the total number of days lost to sickness and annual leave within the last three months. This results in a “days lost” figure which is then divided by 48, which is the average number of shifts (working days) for officers across a quarter. This provides an indication regarding the number of posts lost to sickness and annual leave (capacity of 1 post = 48 “days lost” over 3 months).

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

CPT RESOURCING SCORECARD

Measure	Quarter 3
CPT establishment	460 police constables (staggered through Uplift and precept, anticipate reaching this figure in March 21) 131 police community support officers
Percentage of CPT “at work”	79.6%
Percentage of police constables in CPT “available to respond”	77.9%

Figure one: CPT Resourcing Scorecard

10. The percentages above have been influenced by the increased vacancies within the model, and also the abstraction from CPT to support the establishment of the Early Intervention Unit. The team improve investigative and resolution standards, ensuring that crimes are resolved at the earliest opportunity and that CPT Officers are focused on the highest levels of threat, harm and risk.
11. Removing uplift vacancies increases the percentage ‘at work’ to 79.6%, and the PCs in CPT ‘available to respond’ to 77.9%.
12. Figure three below presents the strategic measures and supplementary measures by staff roles and by each community police team.
13. Although there are a lot of officers currently being recruited and trained, it does take roughly a year from recruitment to an officer being out of training and tutorship. The impact on the training team and the process to support officers through is outlined in more detail in a separate paper for the Police and Crime Panel.
14. The current intakes and ‘landing’ dates are as follows:

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

Figure two: Officer intake timeline

15. CPT have lost the capacity of 41 posts across CPT over quarter one to short and medium term sickness and annual leave. The combination of COVID absence and normal absence was higher at the start of the financial year, with the reduction through to the end of June levelling out the entire absence across the quarter.

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

	CPT RESPONSE AND NEIGHBOURHOOD MEASURE										CPT NEIGHBOURHOOD MEASURE	DEMAND REDUCTION AND DEPLOYABILITY	
	FTE	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 PCs allocated to CPT Neighbourhoods (including Early Intervention and Community Tasking Team)	Number of PC allocated to Early Resolution Unit	PC's allocated to respond to 999
Swindon CPT	295.5	83	41	2	2	2	4	17	68	77.0%	20	0	84.0%
RWB CPT	43.0	28	5	0	0	1	1	2	9	79.1%	2	1	65.0%
Chippenham CPT	68.0		3	3	1	1	4	5	17	75.0%	9	3	62.2%
Trowbridge CPT	97.0	33	7	0	2	0	2	5	16	83.5%	10	6	76.9%
Warminster CPT	46.0		3	1	0	0	4	3	11	76.1%	3	0	80.0%
Devizes CPT	58.0	15	2	0	0	0	2	3	7	87.9%	6	6	66.7%
Amesbury CPT	50.5	35	4	0	1	0	2	3	10	80.2%	3	1	80.0%
Salisbury CPT	82.0		6	2	0	0	2	3	13	84.1%	6	1	82.9%
TOTAL	740.0	194	71	8	6	4	21	41	151	79.6%	59	18	77.9%

Figure three: CPT resource detail by area

17. Compared to previous reporting periods, the proportion of resources 'at work' and allocated to respond to 999 calls is very high. This is understandably due to the COVID impact, fewer leavers and an intakes of new student officers.

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

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

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

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term 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	16	0	0	0	2	1	19	62.7%		
PC (Response)	380	14	8	4	3	13	24	66	82.6%	18	77.9%
PC (Proactive)	29	4	0	1	0	0	0	5	82.8%		
SGT (CPTN & R)	68	6	0	1	0	1	3	11	83.8%		
LCI	80.5	11	0	0	0	3	4	18	77.6%		
PCSO	131.5	20	0	0	1	2	9	32	75.7%		
TOTAL	740	71	8	6	4	21	41	151	79.6%		
	Number	Hours (Apr - Jun)		Hours per person per month							
Specials	194	16907		29.05							

Figure four: CPT resource detail by role

Swindon	FTE	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"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	26	15	0	0	0	0	1	16	38.5%		
PC (Response)	150	10	2	1	1	1	9	24	84.0%	0	84.0%
PC (Proactive)	12	1	0	1	0	0	0	2	83.3%		
SGT (CPTN & R)	23	2	0	0	0	0	2	4	82.6%		
LCI	34.5	4	0	0	0	2	2	8	76.8%		
PCSO	50	9	0	0	1	1	3	14	72.0%		
TOTAL	295.5	41	2	2	2	4	17	68	77.0%		
	Number	Hours (Apr - Jun)	Hours per person per month								
Specials	83	8876	35.65								
RWB CPT	FTE	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"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	2	0	0	0	0	0	0	0	100.0%		
PC (Response)	20	3	0	0	1	1	1	6	70.0%	1	65.0%
PC (Proactive)											
SGT (CPTN & R)	6	0	0	0	0	0	0	0	100.0%		
LCI	5	2	0	0	0	0	0	2	60.0%		
PCSO	10	0	0	0	0	0	1	1	90.0%		
TOTAL	43	5	0	0	1	1	2	9	79.1%		
	Number	Hours (Apr - Jun)	Hours per person per month								
Specials (RWB + Chippenham)	28	3329	39.63								
Chippenham CPT	FTE	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"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	4	0	0	0	0	0	0	0	100.0%		
PC (Response)	37	0	3	1	1	3	3	11	70.3%	3	62.2%
PC (Proactive)											
SGT (CPTN & R)	7	1	0	0	0	0	1	2	71.4%		
LCI	6	1	0	0	0	1	0	2	66.7%		
PCSO	14	1	0	0	0	0	1	2	85.7%		
TOTAL	68	3	3	1	1	4	5	17	75.0%		
	Number	Hours (Apr - Jun)	Hours per person per month								
Specials (RWB + Chippenham)	28	3329	39.63								
Trowbridge CPT	FTE	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"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	5	0	0	0	0	0	0	0	100.0%		
PC (Response)	52	0	0	2	0	1	3	6	88.5%	6	76.9%
PC (Proactive)	7	2	0	0	0	0	0	2	71.4%		
SGT (CPTN & R)	7	1	0	0	0	1	0	2	71.4%		
LCI	9	0	0	0	0	0	1	1	88.9%		
PCSO	17	4	0	0	0	0	1	5	70.6%		
TOTAL	97	7	0	2	0	2	5	16	83.5%		
	Number	Hours (Apr - Jun)	Hours per person per month								
Specials (Trowbridge + Warminster)	33	1967	19.87								
Warminster CPT	FTE	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"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	2	0	2	33.3%		
PC (Response)	25	1	1	0	0	1	2	5	80.0%	0	80.0%
PC (Proactive)											
SGT (CPTN & R)	6	1	0	0	0	0	0	1	83.3%		
LCI	5	1	0	0	0	0	1	2	60.0%		
PCSO	7	0	0	0	0	1	0	1	85.7%		
TOTAL	46	3	1	0	0	4	3	11	76.1%		
	Number	Hours (Apr - Jun)	Hours per person per month								
Specials (Trowbridge + Warminster)	33	1967	19.87								
Devizes CPT	FTE	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"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0	0	100.0%		
PC (Response)	30	0	0	0	0	2	2	4	86.7%	6	66.7%
PC (Proactive)	1	0	0	0	0	0	0	0	100.0%		
SGT (CPTN & R)	6	0	0	0	0	0	0	0	100.0%		
LCI	6	0	0	0	0	0	0	0	100.0%		
PCSO	12	2	0	0	0	0	1	3	75.0%		
TOTAL	58	2	0	0	0	2	3	7	87.9%		
	Number	Hours (Apr - Jun)	Hours per person per month								
Specials	15	1076	23.91								
Amesbury CPT	FTE	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"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0	0	100.0%		
PC (Response)	25	0	0	0	0	2	2	4	84.0%	1	80.0%
PC (Proactive)	2	0	0	0	0	0	0	0			
SGT (CPTN & R)	6	0	0	1	0	0	0	1	83.3%		
LCI	5	2	0	0	0	0	0	2	60.0%		
PCSO	9.5	2	0	0	0	0	1	3	68.4%		
TOTAL	51	4	0	1	0	2	3	10	80.2%		
	Number	Hours (Apr - Jun)	Hours per person per month								
Specials (Amesbury + Salisbury)	35	1659	15.80								
Salisbury CPT	FTE	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"	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	5	1	0	0	0	0	0	1	80.0%		
PC (Response)	41	0	2	0	0	2	2	6	85.4%	1	82.9%
PC (Proactive)	7	1	0	0	0	0	0	1	85.7%		
SGT (CPTN & R)	7	1	0	0	0	0	0	1	85.7%		
LCI	10	1	0	0	0	0	0	1	90.0%		
PCSO	12	2	0	0	0	0	1	3	75.0%		
TOTAL	82	6	2	0	0	2	3	13	84.1%		
	Number	Hours (Apr - Jun)	Hours per person per month								
Specials (Amesbury + Salisbury)	35	1659	15.80								

Figure five: CPT resource detail by area and role

21. The number of vacancies can still be seen within the CPT Neighbourhood roles and the Force continues to recruit into these posts.
22. As reported in many media channels, the number of hours contributed by Specials has increased during COVID as these critical individuals have stepped forward to support the Force. This has increased the average from 22 hours per person per month to 29 hours. The majority of this increase has been seen in the north of Wiltshire and Swindon.
23. It is important to note that % calculations are based on budget posts that include all 49 posts assigned as part of Op Uplift. As recruitment is lengthy, a number of these posts will show as “vacant” on the frontline, however will be filled by a student officer in training. Percentage statistics may therefore appear lower until new recruits are physically out in CPT within posts.
24. The % of “PC’s allocated to respond to 999” compares current available resource against the budgeted posts assign to CPT Response only.

AREAS OUTSIDE CPT

25. Resources within the Force are distributed based on changes in demand identified during the budget build process and are built into the current year’s budget. However they are regularly reviewed against important mechanisms throughout the year such as:
 - Corporate Risk Register
 - Performance against the Police and Crime Plan
 - Force Management Statement
 - HMICFRS Inspections
 - Continuous Improvement Reviews
 - Legislative and statutory changes.
26. This review then concludes with the development and publication of the Medium-Term Financial Statement (MTFS). Information on the resources that Wiltshire Police has and how they are distributed, compared to other Forces in the Country, is available through the below link:

<https://www.justiceinspectors.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/>
27. This uses the current data through an online interrogation tool called Power BI. For access to the previous PDF version which was conducted in 2017, please use the below link:

<https://www.justiceinspectors.gov.uk/hmicfrs/publications/wiltshire-2017-value-for-money-profile/>
28. The current distribution of resources across the Force is published through the PCC website as follows (NB: the data is taken from current year budget):

How we spend your money:

HMIC Value for Money Basis: (uses the CURRENT 2019/20 Budget)						
Net revenue expenditure (NRE)	NRE £'000	FTE Officer	FTE PCSO	FTE Staff	FTE Total	NRE
Local Policing exc LCIs	33,364	531	132	46	708	28%
Dealing with the Public	7,813	8		188	196	7%
Criminal Justice	7,319	22		151	173	6%
Op Support	7,551	112		12	124	6%
Intelligence	4,751	27		62	89	4%
Investigations inc LCIs	16,697	155		156	311	14%
Public Protection	6,775	67		84	151	6%
National Policing	833	24		11	35	1%
Support Functions	27,458	39		253	292	23%
OPCC Office Cost	2,967			23	23	3%
Capital Financing/Pensions	2,559				-	2%
	118,087	985	132	985	2,101	100%
Modernisations due		-10				
		975				

Figure 5 – budget distribution.

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

30. Below is Quarter 3 data, which shows the % at work.

Department	FTE	% at work
Contact Management	224	81.4%
Crime Standards and Justice	161	86.9%
Specialist Operations	147	85.9%
Dogs	13	93.8%
Firearms	98	88.6%
Roads	36	72.5%
PPD and Safeguarding	144	74.5%
CID	80	72.0%
Intelligence	100	84.6%
Specialist Crime	95	81.5%

Figure 6 - '% resources at work'

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

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

IMPROVING RESOURCING LEVELS

33. Previous reports have covered the extent that the Force is aiming to improve resource levels. This has included the Force's approach to sickness management, amending the CPT model, Operation Uplift and recruitment along with local responses through the Resource Management Panel.
34. Through the COVID crisis, the sickness levels have reduced significantly as staff are able to get back into work at home and contact is reduced. At the previous panel meeting, a presentation was provided on sickness and resilience structures. These have continued throughout the response to COVID, with sickness rates now being the lowest since 2017.
35. However it is likely to see some longer term latent sickness as a result of COVID, especially psychological disorders which may become prevalent within frontline roles. The challenge will now be to support the organisation to adjust to the new normal and ensure support and prevention is in place to best manage sickness.

36. STAFFING IMPLICATIONS

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

38. FINANCIAL IMPLICATIONS

39. There are no financial implications.

40. LEGAL IMPLICATIONS

41. There are no legal implications.

42. SUSTAINABILITY

43. There are no sustainability implications.

44. DIVERSITY

45. There are no diversity or equalities implications.

46. CONTRIBUTION TO THE POLICE AND CRIME PLAN 2017 - 2021

47. Effective use of resources contributes to all four priority areas of the Police and Crime Plan 2017-2021:
- a. Priority One - Prevent crime and keep people safe
 - b. Priority Two - Protect the most vulnerable people in society
 - c. Priority Three - Put victims, witnesses and communities at the heart of everything we do
 - d. Priority Four - Secure a quality police service that is trusted and efficient.

48. RECOMMENDATIONS

49. Members note this report and the updated measures for monitoring CPT resourcing levels
50. Members are asked to accept the revised information, which will be included in the performance framework

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

Appendix

Technical notes on measures

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

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

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

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

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

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



Meeting	Police and Crime Panel
Date	3 rd September 2020
Report Title	Operation Uplift Update
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

Purpose of report

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

Introduction and background information

2. As raised within the previous paper presented at the June Panel meeting, the national Uplift programme is an opportunity to increase resourcing and re-invest in policing further to a ten year period of austerity and a fall in police officer numbers.
3. The service has been asked to introduce 2,000 extra officers by March 2020, rising to 6,000 extra officers by March 2021.
4. 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.
5. 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 over 400 officers up to March 2023. It is estimated at this stage that one in eight applicants get through the process, resulting in needing approximately 3,200 applicants for police officer jobs in Wiltshire – this is a huge requirement.
6. The current intakes and 'landing' dates are as follows:

Start Training	Officers	Landing in teams	Finish Tutorship
Oct-19	37	Apr-20	Jun-20
Feb-20	20	Aug-20	Oct-20
Jun-20 (first PEQF)	40	Nov-20	Jan-21
Oct-20	20	Apr-21	Jun-21
Jan-21	40	Jul-21	Sep-21
Mar-21	20	Aug-21	Oct-21

Figure one: Officer intake timeline

Equality, Diversity and Inclusion

7. Having a Police Force which is reflective of the community it serves is a vital pillar of British Policing. The planned 20,000 uplift in police officer numbers announced in 2019 offers policing a once-in-a-generation opportunity to dramatically improve the diversity of its police officer workforce. Many suggest that diversity in policing must be addressed urgently if forces are to retain the confidence of minority communities.
8. Wiltshire Police's Equality, Diversity and Inclusion Team have been a key function to work with communities and break down barriers to full representation across the organisation. Through the work that has been done to date, it is clear to recognise just how challenging it is to make quick progress in this area.
9. The team have been extensively supporting protected characteristics which are under-represented within the organisation (BAME and/or Female), and carrying out a range of support mechanisms from explaining what Policing is all about at engagement events, to outlining and supporting the process of the SEARCH assessment to applicants.
10. To make a real difference in the make-up of the organisation, we have to start at the beginning by understanding the current barriers and encourage people from protected characteristics to join Policing. We know that there is a long period of time between application and joining an intake as a Student Officer and so this means that significant efforts can take a long time before they are realised.
11. I continue to be encouraged with the mind-set, leadership and activity to address diversity within Wiltshire Police, and recognise that this is a strand of work which requires long term commitment. We are starting to see some positive movement in the volumes of applicants within the most recent campaign in March 2020, and this is expected to continue throughout the Uplift Programme.

Current officers in training

12. It was reported in the previous report that the College of Policing communicated an ability for Forces to derogate training, ensuring accreditation for an initial period of three months until 18th June 2020. This was subsequently extended for Forces up to 18th September 2020 to enable Forces to deal with subsequent backlogs of training.
13. The amount of training the Force can do is increasing which is good news. Face-to-face training remains limited to mandatory refresher courses, to ensure officers and staff members remain accredited in particular skill sets, such as personal safety training (PST) and driver training. The Force remains in the period of derogation, therefore they are focussing efforts to ensure officers and staff are prioritised for this training, according to expiry date. All face-to-face training is conducted in a COVID secure environment, with adapted course content to ensure COVID secure practice. Online training continues for Student Officers and will be utilised for PCSOs and other courses in the future where possible and appropriate.
14. Essential training continued during the response to COVID, and was defined as Police Officer intakes currently in training having started in October 2019 and February 2020 (IPLDP 34 and 35 respectively) and fitness tests for new police officer recruits (June 2020 – PEQF and the Special Constables in training intake 35). All other training which required face to face delivery was paused, including PCSO (originally scheduled in May 2020) and LCI (originally scheduled in June 2020) recruitment and training.

15. Outlined in figure one, the Force received and started training 37 officers in October 2019 who were due to arrive within community policing teams in April 2020. On 17th March, the Force made the decision to end IPLDP 34 three weeks early in order to release officers into CPTs across the County, providing additional resilience at a time when the workforce would likely be under strain. Officers joined their CPT on 23rd March and missed out on practical scenario and role-play sessions that will be addressed through tutorship, assessment and further inputs as required during their probation.
16. IPLDP 35 was also assessed to see if this course could be finished earlier to provide resilience to the frontline. Where at all possible, IPLDP 35 initial learning was delivered online, or remotely (i.e. not face-to-face). Where face-to-face delivery was unavoidable, social distancing and universal hygiene measures (and if relevant, PPE), were in place. However due to COVID, there were limitations to the level of training that could be provided.
17. In early April 2020, Gold Command made the decision to reduce this course by 6 weeks, with students therefore leaving training and starting in CPT on 1st June 2020. This was due to the limitations that the COVID situation would enforce on the training. Students predominantly lost guest speakers, a trip to Court and role play exercises.
18. The student officers that have been released early have been under close support and monitoring since leaving the People Development department. Local officers, the assessment team and HR advisors have been supporting this and providing any feedback on the cohorts that have been released early, indicating any patterns of performance (adverse or positive) as a result of their early release from training. At this time, no notable exceptions have been identified. A number of student officers have been assaulted which is disgraceful to hear about, however further work is underway to analyse that before drawing conclusions or linking those assaults to an early release from training. Any gaps in knowledge, not covered through tutorship, will be addressed through the assessment team working with individuals and/or inputs from the People Development training teams later in the year.

June 2020 Intake

19. On 29th June 2020 the Force welcomed the first 40 student police officers to embark on their policing careers under the new national Police Constable entry routes, introduced by the College of Policing.
20. They are our first trainees on the Policing Education Qualifications Framework, known as the PEQF, which sets professionally related qualification levels for the police service by rank or level of responsibility. The force had 25 recruits starting the 3 year Police Constable Degree Apprenticeship (PCDA) for non-degree holders and 15 graduates taking the 2 year Degree Holder Entry Programme. Next year we expect applications for the third entry route; graduates who already hold a professional policing degree, completed at university.
21. It has taken more than two years' in the planning and an important new partnership established with the University of South Wales, to co-deliver the training alongside our own police trainers at Devizes HQ.
22. The last few months have been challenging for the programme team, with the course curriculum having to be switched from classroom to online in light of Covid-19. However, we were pleased to be able to bring the students together in two cohorts on day one to formally

welcome them to Wiltshire, receive a briefing and picking up their laptops, while observing social distancing guidelines.

23. Future plans in the PEQF programme include an apprenticeship route for Special Constables and for PCSOs which we hope to introduce next year.
24. Early indications suggest the student officers have, in the main, adapted very well to home working. Whilst it is intense, the training team are making best use of the technology to ensure the sessions are as engaging as possible and that they are listening and adapting the approach based on feedback from the students. All of the students passed their first module exams, achieving notably high scores on average which is great to see.

March 2020 Campaign

25. Wiltshire Police launched a campaign on the 9th March which aimed to bring in 300 applicants to support the next phase of Uplift recruitment. This was achieved within 5 days and is likely to support the next 12 months of recruitment.
26. It is currently unknown how COVID will impact on recruitment figures and processes in the long term. There is a chance that candidates could be more likely to not want to join due to factors such as instability, finances or risk. Alternatively it could attract more positive attention in the way policing has supported the Country through COVID and how the roles can provide some stability in these uncertain times. Only time will tell on this.
27. In the 2019 campaign, awareness events were carried out which proved to be very positive and beneficial to candidates to get an insight into policing. Under the current environment, the Force hosted awareness events via webinars which took place on the 12th, 14th and 16th of May. This was made up of a 1.5 hour session covering a 'Day in the life of a police officer', the PEQF entry route and assessment processes. A high proportion of the candidates attended the three sessions.

Pre-employment medical assessments and Biometrics

28. To enable Occupational Health (OHU) professionals to progress the police application medicals to achieve Uplift objectives, amendments to face-to-face medicals were made by the College during COVID response.
29. A questionnaire was put in place and triaged to identify the need for further clinical investigation of declared health problems and to progress those applicants with no declared health problems through the recruitment process. The assessment was performed by a telephone consultation. This questionnaire temporarily replaced the following assessment performed by the biometrics, preventing face to face contact: Height, weight, BMI, urinalysis, blood, protein, sugar, blood pressure, spirometry visual acuity and colour vision, audiometry and muscular skeletal assessment.
30. Regulations state clearly that biometric vetting checks must be made prior to appointment. Supported by guidance by the College of Policing, both pre-medical assessments and biometrics restarted in Wiltshire on the 15th July and there is no backlog following the initial changes due to COVID.

SEARCH Assessment

31. The ability for forces to continue to recruit new officers during the COVID-19 pandemic is crucial to maintaining police officer numbers and keeping the public safe. To enable the service to continue with planned recruitment, the College of Policing have worked at pace, with colleagues across the service, to develop an interim solution that enables all forces to continue the recruitment of police constables without the need for face-to-face contact.
32. An online assessment process has been developed that enables effective assessment of the required competencies and values and meets the current standards for assessing new recruits. This temporarily replaces the existing SEARCH assessment process for new recruits.
33. The College are working closely with the Police Uplift Programme team and forces on an implementation plan so that the online assessment process is available for all forces when needed. Wiltshire currently has 252 applicants from the March 2020 campaign who will be going through the online SEARCH process on 9th November. The online assessment is a positive for Wiltshire as there was always a challenge to get enough spaces in a neighbouring Force, and ensure travel is not an issue for candidates.
34. As this is a new process, there are unknown elements as to what proportion will succeed, however from previous figures we would expect between 45%-50% to pass the SEARCH assessment.
35. Wiltshire currently has 105 applicants who have previously passed the SEARCH processes and are awaiting finalisation of checks before they will be given intake dates. The Force predicts that this will provide enough student officers through to March 2021, when candidates from the March 2020 campaign will start joining under PEQF. This effectively means that the next time the Force will be starting a new campaign for student officers, will be early-mid 2021.

Summary

36. Overall, there has been a significant amount of change for the Uplift programme due to COVID. It has been a clear priority from the College and the Government to continue with this programme and as outlined in this report, the majority of amendments have supported Forces to continue recruiting new officers, and in some cases provided new opportunities.
37. Wiltshire continues to be meeting the planned intake volumes and expects to meet the Uplift numbers required.

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Meeting	Police and Crime Panel
Date	3 rd September 2020
Report Title	Estates Strategy Delivery Update – August 2020
Presented by:	Angus Macpherson, Police and Crime Commissioner
Author:	Naji Darwish, Deputy Chief Executive

1.0 **PURPOSE OF REPORT**

1.1 To provide an update on progress in delivering the PCC’s Estates Strategy 2017-2021. It provides a comprehensive summary of progress across all sites as well as those identified for change in the Estates Strategy.

2.0 **INTRODUCTION AND BACKGROUND INFORMATION**

2.1 The PCC’s Estates Strategy was published August 2017 outlining the plans for the police estate. This strategy was based on operational requirements from Wiltshire Police and approved by the Chief Constable and the Force ELT.

2.2 The strategy address long standing issues including significant underutilisation following policing model changes. The introduction of technology has been successful in reducing the need for staff to be in offices.

2.3 The initial parts of the strategy were to develop a clear delivery plan and establish projects to deliver the new estates model, the strategy objectives as well as maintaining smooth operational delivery.

2.4 The operational demands placed on the Estates team and Wiltshire Police due to OP Fairline and Fortis delayed delivery of this strategy by approximately 9 months. Currently the estate strategy is also being delayed due to COVID and the impact on the construction market and supply chain. This is a risk included on the OPCC risk register.

3.0 **THE PCC’S ESTATES STRATEGY 2017-2021**

3.1 The Estates Strategy sets the direction for police estate to meet The Police and Crime plan 2017-21 and support the efficient and effective delivery of policing. Its delivery is included within the Police and Crime Plan 2017-2021.

3.2 The estate principles are:

- **Effectiveness:** Offers have the right support, capability and resilience to the changing demands of policing, helping officers and staff to keep us safe

- **Efficiency:** The estate use is maximised and is cost effective, helps to reduce our carbon footprint and is sustainable. Every pound spent on running our estate is a diversion from funds for frontline policing
- **Public:** Estate will enable visibility, meet the expectations of the public and provide suitable space for the public to interact with police officers and staff
- **People:** Enables staff to do the job in a flexible way, increases productivity and improves wellbeing
- **One public estate:** Shared facilities will be the default option wherever possible to support integration of services and support local plans to deliver economic development and housing

3.3 The Estates Strategy sets out the estates model, aligned to the Chief Constable's operational requirements. This model is tiered as follows:

- HQ services – corporate services, centrally located
- 2 Custody suits at Melksham and Swindon Gablecross
- Community Policing Hubs – 7 across the policing area allowing delivery of operational policing with geographical spread to meet response times
- Community touchdown points – community space for visible policing and formal welfare location for officers

3.4 The Estates strategy set out the preparatory work to deliver this model future estate objectives:

1. To reduce the running costs of the estate by 20 per cent
2. To dispose of all assets and land identified as surplus by 2021
3. To increase staff satisfaction with their environment
4. To maintain public satisfaction with the services they receive

3.6 This strategy was developed after extensive work with operational leads to understand operational requirements. It was presented to the PCC after sign off by the Chief Constable.

3.7 The creation of touchdown points were not set as an operational requirement to deliver the policing model. This was an addition by the PCC to maximise opportunities for visibility and engagement with local partners, and, following consultation with the Police Federation, provision of locations containing welfare facilities for officers.

3.8 The opportunities and risks outlined within the capital finance paper presented to the PCC are reflected within this progress report. The work being developed on Devizes sites and future master planning will meet operational needs and reduce running costs of facilities at the end of their serviceable life.

3.9 The Estates Strategy also contributes to the OPCC sustainability / carbon reduction strategy, which is currently being reviewed. Further detailed work on Devizes HQ provides a significant opportunity to deliver further benefits as changes in working practice are accelerated in response to COVID-19.

4.0 **RECOMMENDATIONS**

a) The PCP are asked to note the progress in delivering the Estates Strategy 2017-2021

Appendix A: Estates Strategy delivery plan Update August 2020

Objective	Location	Progress update	Phase	Anticipated Timescales	Status
Ensure there are 21 st Century Community Policing Hubs, that meet the Chief Constables requirements in the locations indicated. These will be preferably co-located with partners to share cost and provide better public services	Bourne Hill, Salisbury	Improvements to shared facility including improved interview facilities, improved locker space, and increasing security and information governance measures	1	Summer 2020	In Progress This has been delayed due to COVID-19 Plans are on hold and awaiting planning approval
	Monkton Park, Chippenham	No actions required in strategy. Site already successfully shared with Wiltshire Council	1		Complete No action required
	Gablecross, Swindon	Ensure PFI site has maximum capacity and provides modern facilities. Major crime has moved from Marlborough to GX	1		Complete Improved included Remodelling for community policing and refit for operational moves from Marlborough
	Royal Wotton Bassett	Remodelling and refurbishing of existing site in Royal Wotton Bassett. This consists of full internal remodelling and upgrading, introducing a large parade room, increased locker and staff welfare faculties and external demolition of redundant custody cells for additional vehicle parking.	1		Complete Improved included Remodelling for community policing and refit for operational moves from Marlborough
	Tidworth	Extensive discussions and design feasibility work with the Tidworth Town Council. This is the PCC preferred option. If this is not determined feasible then an alternative will be developed	2	October 2023	In progress Business case to proceed with shared site. Estimate for completion October 2023
	Warminster	The PCC has secured a new site, adjacent to Fire Authority and health services. This site is being currently remodelled for policing use and the Warminster policing team	1	Spring-2021	In progress Finalising procurement process and site due to be operational in Spring 2021

Objective	Location	Progress update	Phase	Anticipated Timescales	Status
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Remodelling and rationalising the police estate in Devizes	Multiple Devizes sites	All police services delivered in Devizes will be consolidated onto the London Road site. Preliminary scoping of the remodelling of London Road with Work has been commissioned to develop a site masterplan, costs and phasing	3	TBC	In Progress This has been impacted by COVID-19 and requires additional work on organisational requirements Initial scoping of HQ completely however requires further detailed work to include COVID implications as part of recovery. Further work to be returned to PCC in December 2020
	Melksham	Melksham office accommodation will be included within the footprint of services based in Devizes to existing capacity in Melksham is fully utilised, including custody	3		Complete

Objective	Location	Progress update	Phase	Anticipated Timescales	Status
Implementing community touchdown points for visible police and community engagement. These sites provide welfare access for officers and staff. They are not exclusive and all policing teams are encouraged to establish informal relationships in	Alderbury	Downtown Library	2		Complete
	Amesbury	This will progress in tandem with the development of a Tidworth site.	2	2023	Not due for commencement until 2023 Will be developed in tandem with the work in Tidworth
	Calne	Calne Leisure Centre	1		Complete
	Cricklade	Working to identify suitable touchdown	2		In Progress Ongoing discussion on suitable location with leisure services
	Highworth	Highworth community centre	1		Complete
	Malmesbury	Touchdown point identified within the town centre. The Malmesbury site is being used temporary for officers from Royal Wotton Bassett. This site will be disposed of once this work is completed.	1		Complete

other community locations such as Town Council offices	Marlborough	Cornerhouse	1		Complete
	Pewsey	The Vale Community Campus	1		Complete
	Tisbury	Nadder Centre	1		Complete
	Westbury	Westbury Library	2		Complete
	Wilton	Wilton Library	2		Complete

Objective	Location	Progress update	Phase		Status
Disposing of redundant sites	Leigh Delamere	No longer operationally required - disposal	2	Summer 2020	In Progress
	Salisbury sites	No longer operationally required - disposal	3	TBC	In Progress
	Multiple Devizes sites	Dispose of unrequired estate in Devizes	2	Anticipated disposal by end of 2020/21	In Progress This is potentially impacted by COVID and impact on property market Development of Parkfields and other unused sites underway

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Members Questions – 2020

R: 06.01.20

S: 06.01.20

A: 13.01.20

Cllr Richard Britton

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

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

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

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

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

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

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

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

R: 09.01.20

S: 09.01.20

A:16.01.20

Cllr Jonathon Seed

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

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

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

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

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

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

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

R: 29.01.20

S: 29.01.20

A: 03.02.20

Anna Richardson - Independent co-opted member

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

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

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

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

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

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

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

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

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

R: 29.01.20

S: 31.01.20

A: 03.01.20

Cllr Vinay Manro

I have a question from a Haydon Wick resident.

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

Are these 40+ on top of existing open vacancies?

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

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

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

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

R: 04.02.20

S: 05.02.20

A: 11.02.20

Cllr Vinay Manro

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

There are important and useful reports available:

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

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

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

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

R: 06.02.20

S: 06.02.20

A: 11.02.20

Cllr Junab Ali

Dear Councillor Ali

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

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

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

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

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

Thank you for your interest

Andrew Martin

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

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

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

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

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

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

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

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

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

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

R: 21.07.20

S: 21.07.20

A: 05.08.20

Cllr Richard Britton

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

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

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

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

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

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

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

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

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

R: 30.07.20

S: 31.07.20

A: 05.08.20

Cllr Jonathon Seed

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

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

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

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

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

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

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

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

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

R: 13.08.20

S: 13.08.20

A:

Cllr Richard Britton

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

R: 18.08.20

S: 19.08.20

A: 25.08.20

Cllr Jonathon Seed

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

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

PCC Response:



25.08.20 Panel
Members Question.;