AGENDA

Meeting:	**WILTSHIRE POLICE AND CRIME PANEL**
Place:	**County Hall, Bythesea Road, Trowbridge, BA14 8JN**
Date:	**Thursday 10 June 2021**
Time:	**10.00 am**

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

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The Panel welcomes contributions from members of the public

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

Questions
Members of the public are able to ask questions in relation to the responsibilities and functions of the Panel at each meeting. Those wishing to ask questions are required to give notice of any such questions in writing to the Head of Democratic Services at Wiltshire Council no later than **5.00 pm** on **Tuesday 8 June 2021**

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

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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 Steve Bucknell - Wiltshire Council
Cllr Daniel Cave – Wiltshire Council
Cllr Caroline Corbin - Wiltshire Council
Cllr Ross Henning - Wiltshire Council
Cllr Jenny Jefferies - Swindon Borough Council
Cllr Brian Mathew - Wiltshire Council
Cllr Tony Pickernell - Wiltshire Council
Anna Richardson - Co-Opted Independent Member
Cllr Rich Rogers - Wiltshire Council

Substitutes:

Cllr Dominic Muns – Wiltshire Council
Cllr Caroline Thomas – Wiltshire Council
Cllr Mary Webb – Wiltshire Council
Cllr Sarah Gibson – Wiltshire Council
Cllr Adrian Foster – Wiltshire Council
Cllr Gordon King – Wiltshire Council
Cllr Sam Pearce-Kearney – Wiltshire Council
Cllr Ricky Rogers – Wiltshire Council

Covid-19 safety precautions for public attendees

To ensure COVID-19 public health guidance is adhered to, a capacity limit for public attendance at this meeting will be in place. **Please contact the officer named on this agenda no later than 5pm on Tuesday 8 June if you wish to attend this meeting**.

To ensure safety at the meeting, all present at the meeting are expected to adhere to the following public health arrangements to ensure the safety of themselves and others:

- Do not attend if presenting symptoms of, or have recently tested positive for, COVID-19
- Wear a facemask at all times (unless due to medical exemption)
- Maintain social distancing
- Follow one-way systems, signage and instruction

Where is it is not possible for you to attend due to reaching the safe capacity limit at the venue, alternative arrangements will be made, which may include your question/statement being submitted in writing.

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doing and by choosing to film, record or broadcast proceedings they accept that they are required to indemnify the Council, its members and officers in relation to any such claims or liabilities.

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County Hall, Trowbridge
Bourne Hill, Salisbury
Monkton Park, Chippenham

County Hall and Monkton Park have some limited visitor parking. Please note for meetings at County Hall you will need to log your car's registration details upon your arrival in reception using the tablet provided. If you may be attending a meeting for more than 2 hours, please

provide your registration details to the Democratic Services Officer, who will arrange for your stay to be extended.

Public Participation

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

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

The full constitution can be found at this link.

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

AGENDA

Part I

Items to be considered when the meeting is open to the public

1   **Election of Chairman / Vice Chairman**

2   **Apologies for Absence**

3   **Declarations of interest**

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

4   **Temporary changes on the OPCC and policing governance**

Kieran Kilgallen – Chief Executive, OPCC

5   **Update on May 2021 PCC Election**

Perry Holmes – Director Legal and Governance, Wiltshire Council

6   **Quarterly data (Q4)- Performance**

Kieran Kilgallen – Chief Executive, OPCC

7   **Risk Report and Register - May 2021**

Kieran Kilgallen – Chief Executive, OPCC

8   **Future workplan report**

Kieran Kilgallen – Chief Executive, OPCC

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

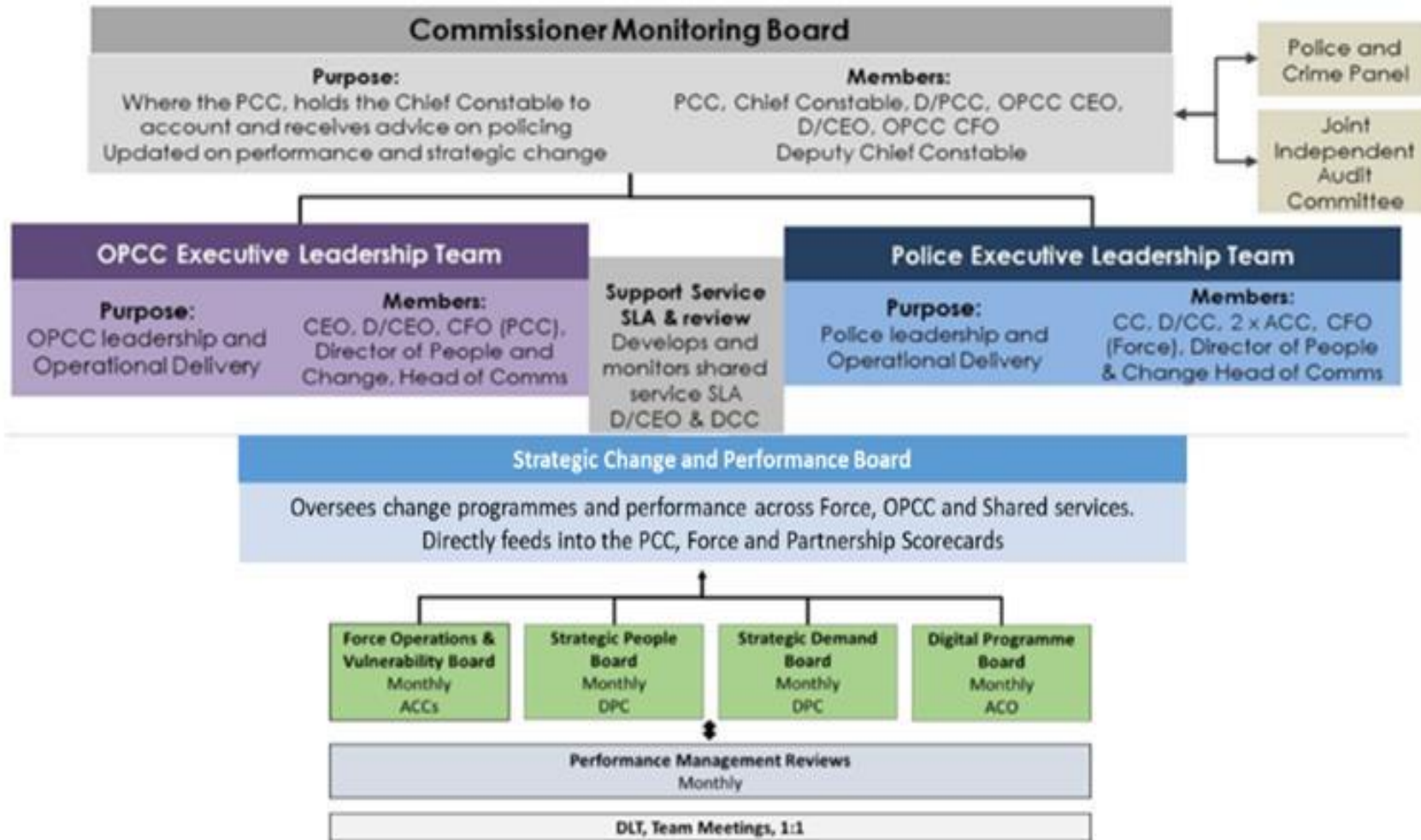***None***

Police and Crime Panel
10th June 2020
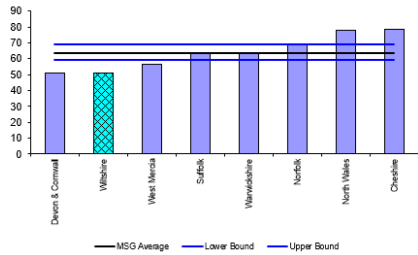
Quarter 4 -2020/2021
Performance Overview – by exception

Priority One:
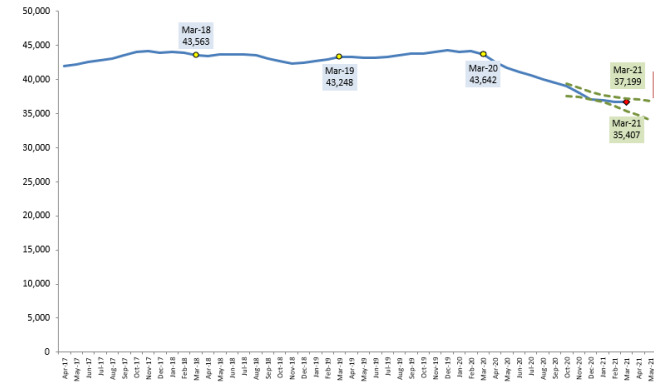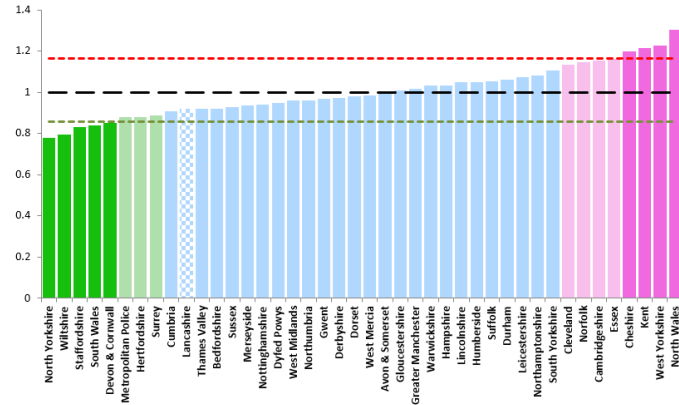## Prevent crime and keep people safe

Crime Volume

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

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

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

→ Volume of Crime for Wiltshire is reporting the second lowest nationally and the same within our most similar group (MSG)

→ 50.8 crimes are reported for every 1000 residents in the county of Wiltshire ,significantly below the MSG average of 63.9

→ Average reported national decrease is 12.7%; South West Region average reduction of 12.7%; MSG average reduction of 9.1%. Just one force nationally reported an increase within the same time period

→ Wiltshire Police reported a 15.9% reduction in the volume of crime for the 12 months to March-21 compared to the previous 12 months, 3.2% above the average national increase

→ Wiltshire's crime volume is demonstrating a long term decreasing trend with significant reductions in the following crime groups; Shoplifting and community based offences such as theft offences, residential burglary, burglary business and community, criminal damage, vehicle offences, bicycle theft and theft from a person. In terms of increase Wiltshire have experienced recent increases in public order offences and stalking and harassment albeit the volume of the increases remains low

→ As the nation works its way through the governments roadmap for covid-19, Wiltshire do forecast increases in crime volume due to the restrictions the pandemic has placed on the possibility of certain criminality such as shoplifting and public order offences happening and being reported into police

→ All crime groups are being observed through a weekly covid-19 monitoring board to ensure any appropriate actions regarding the changes in our crime volumes. With monthly exceptions being raised through our Vulnerability and Force Operations Board and Performance board as part of our performance governance structure

→ Positive Outcome rate for the rolling 12 months to Apr-20 is 15.8% and demonstrating an overall increasing trend

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Crime Recording Compliance

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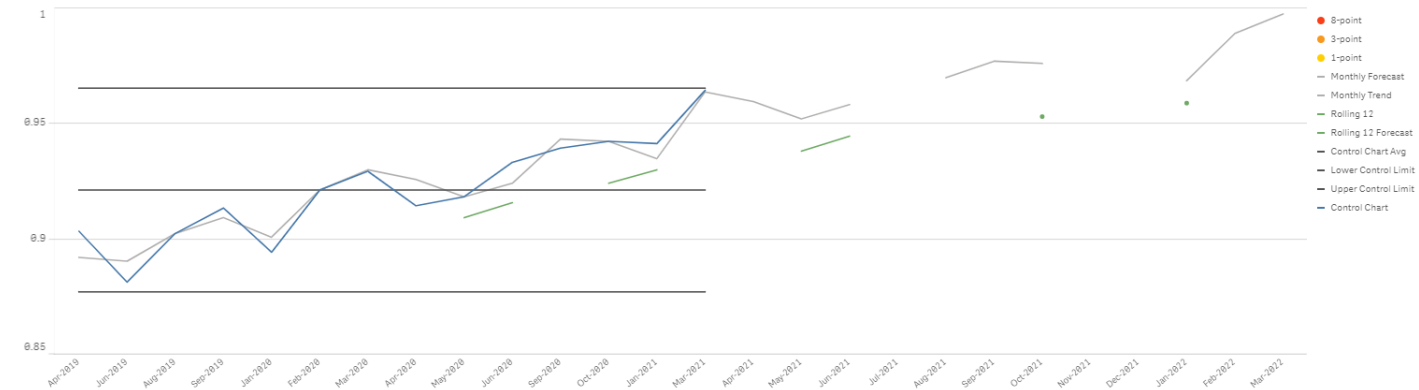
Executive Summary

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

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Special Constable Hours Deployed

Executive Summary

→ Hours Delivered by Specials showed a nine month statistically below average volume from August 2020 to April 2020. Also reflected in the Local Policing hours delivered by specials.

→ Wiltshire remains one of the highest performing forces nationally in terms of proportion of special constable numbers compared to regular officers, with a current headcount of 152

→ Although we are seeing these reductions 53,370 hours were committed by the Special Constabulary last year, equating to 27.8 FTE officers and 20 more hours per officer compared to 2019

→ Due to the increased risk of covid-19 our special constables welfare has been key over the pandemic period. A welfare event has been delivered, which included inputs from our own mental health nurse and a nutritionist to ensure that officers can keep themselves fit and well. Each special constable has also received on average six calls regarding their welfare since March 2020

→ Op Uplift continues recruitment and gives opportunity to those specials seeking to become a regular, impacting on the headcount of specials and inevitably those hours deployed

→ Since June-2020 we have recruited special constables in the below specialisms: 6 special constable section leaders, 2 rural crime officers, 3 roads policing, 1 SWIFT trusted adult, 1 project officer and 1 event planner. Recruitment is due to take place in the coming months for firearms, SWIFT trusted adults, Cyber and project officers.

→ Two successful recruitment campaigns have taken place with 81 candidates passing their assessment and are currently going through fitness/ medical/ vetting checks before being allocated a course. Of our applicants 47% identified as female and 53% as male. Intakes of these candidates will be taking place on the 12th April, 28th June, 16th August and the 18th October. Each course will contain 12 individuals and will be 20 weeks long

→ Wiltshire will be the first force in the south west region to launch the new special constable Police Education Qualification Framework training course

→ Wiltshire are also in the process of rolling out additional ICT infrastructure which will see out special constables equipped with personal issues laptops, mobile phones and body worn video cameras

Volume of Online Crime (formerly Cyber)

Apr-2021 - Overall Volume of Cybercrime (PCP Measure)
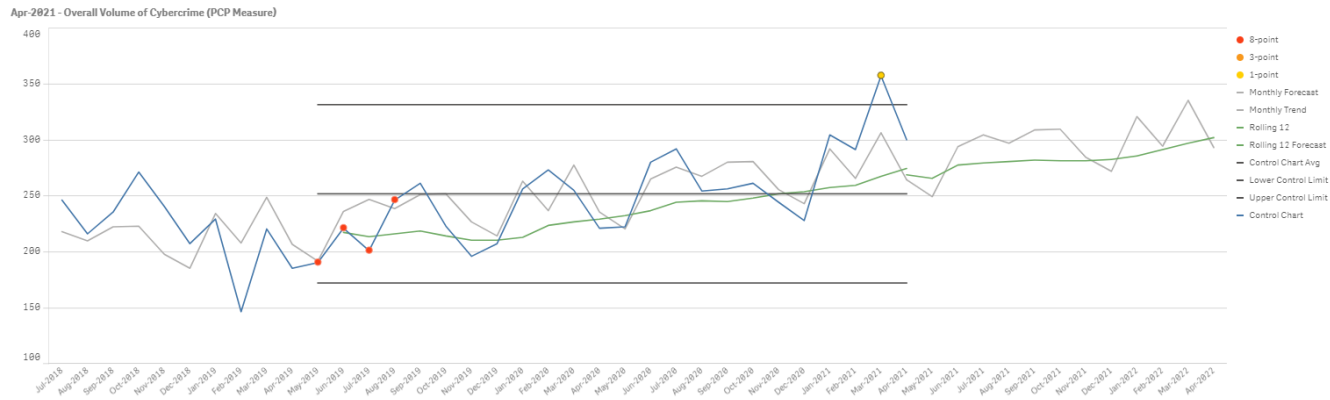
Executive Summary

→ At the end of Quarter 4 2020-21 March-2021 reported as an exceptional high at 357. Overall volumes are relatively stable but the most recent 4 months have consistently been above average with the month of March-21 being exceptional

→ In the most recent months their has been a backlog in reports being disseminated from Action Fraud which may be attributing to the recent rise in overall volume of reported online crime

→ Over the period of the pandemic and Lockdown their has been a national rise in reported crime whilst the public have been required to work from home where possible. This has impacted on the increase of both cyber enabled and cyber dependant including banking fraud, social media hacking and ransomware

→ The cyber team have also focused on increasing the data quality of the flagging of online crime

→ Across the organisation we now have 20 officers trained as digital media advisors that provide expert investigative guidance and support and aid in identifying those crimes that may not have been identified

→ Crime standard auditors have focussed on domestic abuse crimes and incidents where disclosures may have identified online crime again increasing data quality across this crime type

→ In the past 12 months there have been internal safety campaigns around the potential for online crime and how to keep yourself safe, which supports the National Enabling Programme supporting all of the changes within our IT systems and new laptop rollout

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Call Answers Rates

EXECUTIVE SUMMARY

→ The average CRIB abandonment for Quarter 4 was 7.2% a further reduction of 1.5% from the previous quarter. The CRIB average wait to answer was 1m24secs a further reduction of 12 seconds

→ Staff returned to a single site in April 2021. In order to create a safe working environment the Crime and Communications Centre saw extensive measures being put in place including three sided screens for operators, lateral flow testing and additional cleaning. Sickness across contact management remains low

→ 999 average wait to answer for Quarter 4 is 8.3 secs, and although considered statistically an exception it is inside our service level agreement of 10 seconds

→ 999 call taking continues to be effected by staffing issues due to police officer recruitment and at present is being backfilled with the use of overtime. Newly recruited operators will be joining the team this year, June (6 candidates) and August (6 candidates). These recruitment plans are designed coincide with operators becoming independent call-takers as the summer demand is expected. The turnover of staff is acknowledged and as we approach the summer demand, for some this will be their first taste of policing outside of COVID restrictions

→ IST upgrade work will commence in the coming weeks which may disrupt service periodically; however fallback systems are in place to minimise these disruptions. As part of this work one senior operator and one supervisor are required for abstraction to deliver the core upgrade work. Once completed, this work will create a more stable and functional platform better able to support digital contact streams and the proposed new CCC target operating model. It is projected to run to December 2021

→ A Programme Manager will oversee the delivery of the Target Operating Model (ToM) programme. The senior officer overseeing this Programme is Supt. Duncan who has transitioned across to this area of the business. The Crime and Communication Centre is also under the leadership of the newly appointed Chief Inspector Downing, it is anticipated that the newly appointed leadership team will remain in post beyond the delivery of the ToM

→ In April-21 a leadership review was completed and identified opportunities to return some functions to more appropriate departments including, programme management, training and recruitment. These changes led to the departure of the Service Delivery Manager, Front counter supervisor and Support Team Manager. We are currently in the process of recruiting an Operations Manager. The Operations Manager primary activity will focus on the ongoing delivery of Contact Management

→ A new Contact Management strategy is being developed. The three year strategy which will complement the national direction will set out opportunities to embed a dedicated crime desk, provide new digital opportunities for members of the public and introduce a stronger link between HMIICFRS recommendations identified through quality assurance/performance outcomes and the training that staff are provided

→ We are actively planning the re-commence a Crime Desk pilot, which aims to improve the accuracy of crime recording. This may require some minor adjustments to bring the original business plan into in line with changes brought on by the ongoing pandemic

→ Single Online Home is currently active and in place providing the public opportunities to report crime online
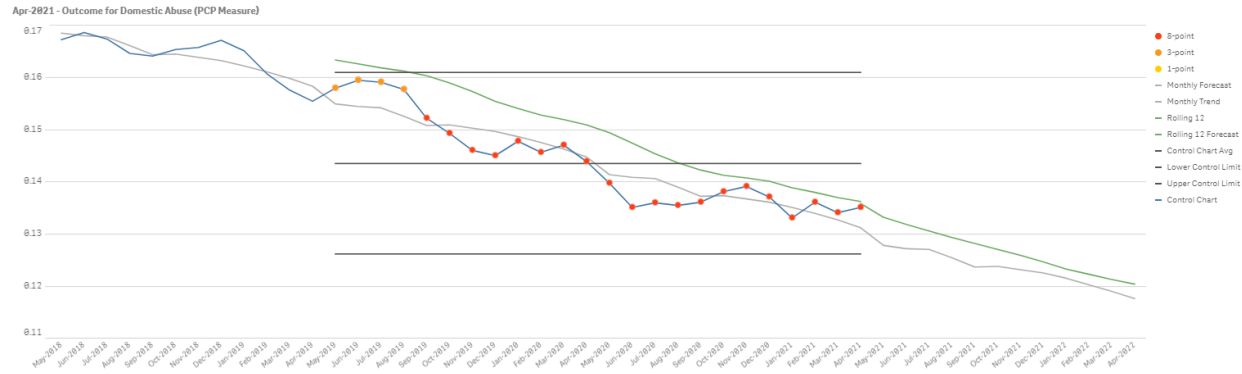
Priority Two:
Protect the most vulnerable in society

No exceptions to be raised

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

Outcome for Domestic Abuse

Apr-2021 - Outcome for Domestic Abuse (PCP Measure)

EXECUTIVE SUMMARY

→ This is a new measure added to the Police and Crime Plan Scorecard during the 2020 refresh

→ The outcome rate for Domestic Abuse for the 12 months to Apr-20 is 13.6%. The long term trend is one of reduction, however when looking at the most recent 12 months the outcome rate has been stable. The last 12 months outcome rate has been between 13.5% and 14.3% and is just -0.8% points down year on year.

→ Through the Vulnerability and Force Operations Board outcome rates for crime groups and Community Policing Teams is monitored on a monthly basis with the aim to improve our overall investigation standard and outcomes for victims of crime

→ The overall volume of reports of domestic abuse remain within the bounds of what is considered statically normal volumes

→ Wiltshire Police have now established an arrest scrutiny panel which now sits and reviews the DA arrest rate to identify areas of improvement, which dovetails into the Vulnerability and Force Operations board chaired by both ACC's to drive local performance management and monitoring with a feedback process to officers regarding decision making

→ The forces business intelligence team have conducted analysis of our DA arrest rates to understand areas for improvement and in parallel the correlation between repeat offenders and the outcome rate which will was presented to the Vulnerability Action Meeting chaired by ACC Cooper in May-21

→ The analysis highlighted the following: In terms of overall performance Amesbury has seen the greatest reduction in terms of percentage points, 32.3% to 25%. However, the CPT that is impacting the overall reduction of -2.6% in DA arrest rate is Swindon which has contributed -1.3% of the overall -2.6% reduction. This is due to the largest volume of DA Crime residing in Swindon. Next steps will be considered at the following Vulnerability Action Meeting in June-21

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Victim Satisfaction

Apr-2021 - Satisfaction of victims with the whole experience (PCP Measure)
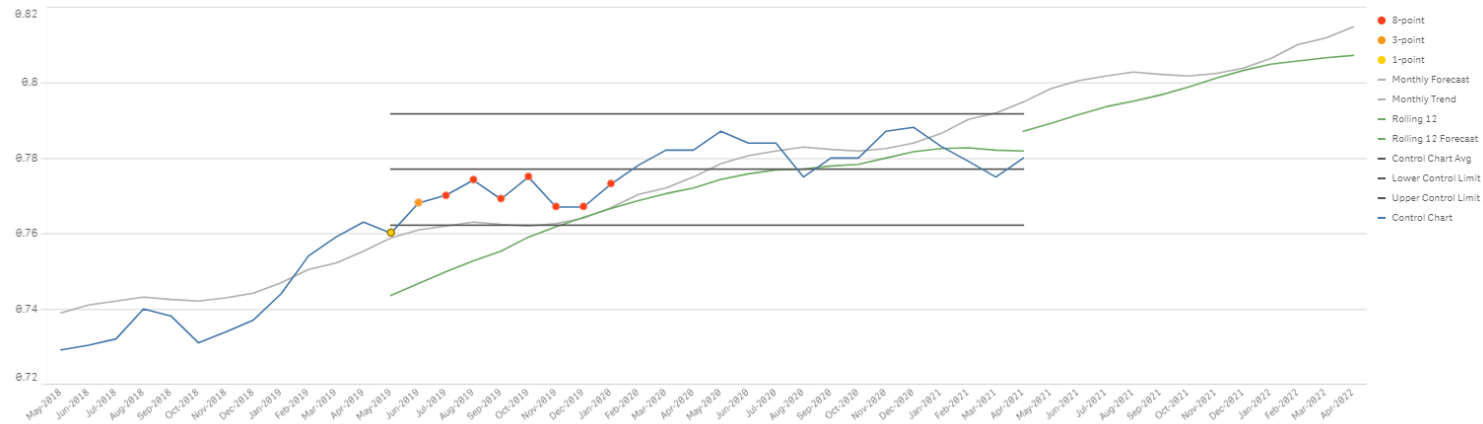
EXECUTIVE SUMMARY
→ For the rolling 12 months to April-21 victim satisfaction with the whole experience is 78.1% and showing a stable trend
→ Satisfaction with being kept informed for the rolling12 months to April-21 is 67.2% and over the last year we have remained above average.
→ Satisfaction with ease of contact for the rolling 12 months to April-21 is 94.8% and the most recent 3 months have reported as exceptionally high. This is comforting to see considering the challenges that have been presented due to the coronavirus and the call centre staff having to undertake new ways of working. Historically analysis has shown correlation between this satisfaction and the reduced performance in our call centre
→ Satisfaction with treatment is experiencing a 4 month exceptional low, However the rolling 12 months remains high at 89.6%
→ Our victims satisfaction survey has recently been out for procurement. Our new research partner agency is titled TONIC. An early benchmarking and research phase is currently being completed. A victim voice project has begun to improve focused feedback from victims of all crime. The current phase is co-design of the question set with stakeholders with the intention of distributing over the summers months and report on in late autumn

Priority Four:

Secure a quality police service that is trusted and efficient

Percentage of Ethnic Minority Workforce (FTE)

Apr-2021 - % - Ethnic Minority workforce (FTE) (PCP Measure)

APR-21
3.0%
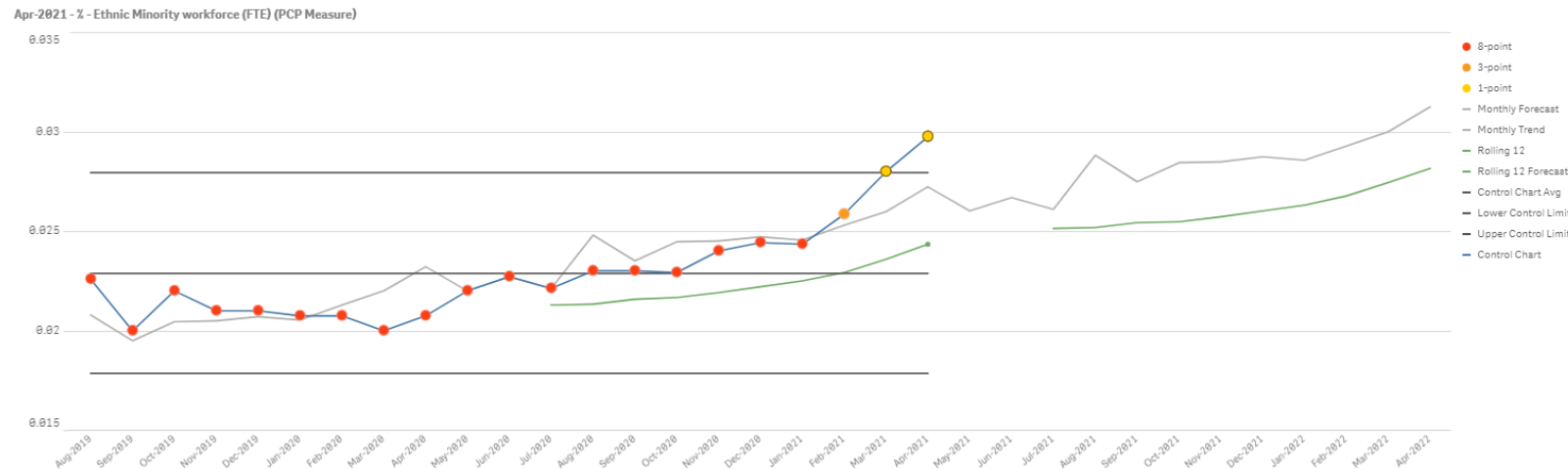
EXECUTIVE SUMMARY

→ At the end of Quarter 4 the percentage of ethnic minority workforce (FTE) was reported at 2.8% and since has been reported at 3.0% in April-2021

→ Increases in the percentage of ethnic minorities within the workforce is due to both new staff into the organisation and the recent updates gained through our organisational census

→ This work involved a survey being cascaded to the organisation for personal information to be completed. Recorded have been updated to reflect individuals characteristics which include diversity

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

Community Policing Model Resource Measures

Resource Measures

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

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

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

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

Resource Measures

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

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

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

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

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CPT Response and Neighbourhood Measure Breakdown by Location

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

CPT Response and Neighbourhood Measure Breakdown by Role

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

	Number	Hours (Sep-Dec)	Hours per person per
Specials	151	6079	13.42

Resource Measures

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

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

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

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

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

Operation Uplift

Operation Uplift Update

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

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

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

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

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Uplift Recruitment Plan

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

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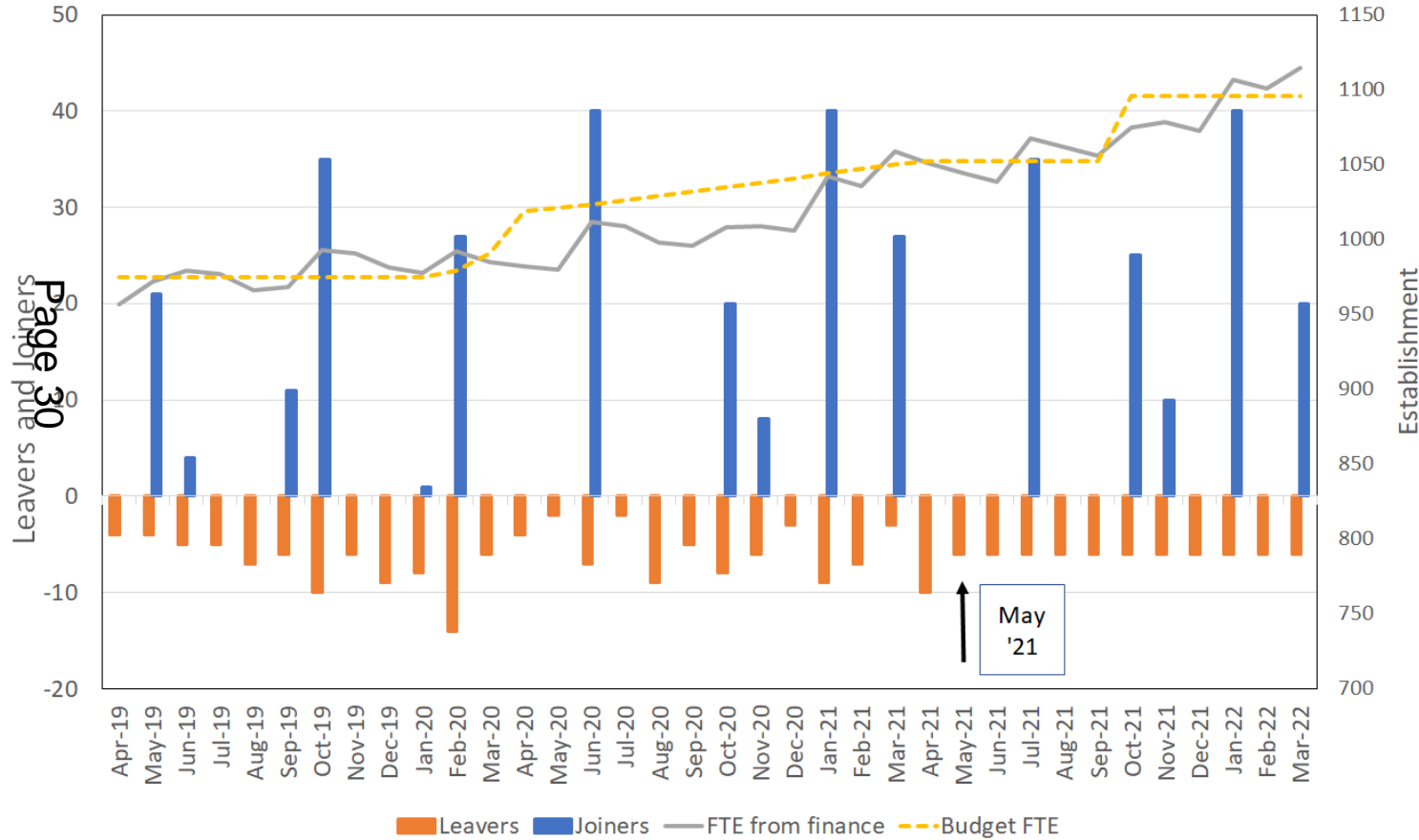
The graph on this slide shows what the Force uses to plan and project recruitment for police officers against budget.

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

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

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

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

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Uplift Recruitment Campaign

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

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

400 target applications reached in 36 hours.
Recruitment team now assessing the applications for eligibility to progress to the next stage.

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

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

Uplift Recruitment – Equality, Diversity and Inclusion

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

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

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

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

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Uplift Recruitment – Training and Assessment

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

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

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

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

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

Updating

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

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

Force Priority	Measure	MonthYear	Apr-2020	May-2020	Jun-2020	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Infographic	Context
Prevent crime and keep people safe	Quality of Full Files (error rate)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		Stable Trend
	Positive Outcome Rate (rolling 12 month)		16.5%	16.8%	16.5%	16.7%	16.6%	16.7%	16.80%	17.00%	16.70%	18.50%	16.80%	13.80%		Rolling 12m increasing trend
	999 call - avg wait to answer		00:00:05	00:00:07	00:00:07	00:00:05	00:00:09	00:00:10	00:00:10	00:00:08	00:00:08	00:00:09	00:00:08	00:00:08		Recent discrete monthly decrease
	ASB volume		1761	1690	1606	1833	1742	1415	1262	1094	1151	1250	1285	1639		Stable trend, volume inline with season increases
	CRIB abandonment rate		7.0%	12.4%	13.7%	13.1%	12.8%	14.2%	12.00%	8.00%	6.00%	6.00%	6.70%	9.00%		Q4 reporting better discrete monthly performance
	CRIB call - avg wait to answer		00:01:10	00:01:55	00:02:34	00:02:19	00:02:08	00:02:33	00:02:21	00:01:18	00:01:10	00:01:03	00:01:19	00:01:48		Improved performance correlating with improved performance in abandonment rate
	Crime Recording Compliance		91.4%	91.8%	93.3%	-	-	93.9%	94.2%	-	-	94.10%	-	96.40%		Discrete increasing trend
	Crime volume		2513	2902	3279	3788	3428	3379	3316	2822	2920	2578	2506	3031		Decreasing trend, increases as c-19 restrictions rele
	CSEW Confidence		-	-	-	-	-	-	-	-	-	-	-	-		No data to report. CSEW data on hold due to the pandemic
	Hours Delivered by Specials		6348	6937	5459	5045	3984	3259	2994	3431	3097	3453	3197	3399		Significant decreasing trend
	Immediate response time		00:08:59	00:09:29	00:09:44	00:08:38	00:10:48	00:12:00	00:09:20	00:11:36	00:11:26	00:11:28	00:11:17	00:11:17		Stable trend
	KSI- Casualties		-	-	-	-	-	-	-	-	-	-	-	-		Awaiting data - Justice have a backlog of data inputting regarding KSI's previously impacted by staffing levels.
	Most Serious Violence		14	12	17	19	16	11	13	13	14	13	9	11		Stable Trend
	Number of Watch Scheme Volunteers		-	-	-	1076	1218	1218	1218	1030	1030	1030	1030	1030		Data recording on-going for statistical picture
	Overall Volume of Cybercrime		221	222	280	292	254	256	261	244	201	304	291	357		Slight increasing trend, 1 month exceptional high
	Priority response time		00:41:33	00:47:04	00:49:11	00:52:45	00:59:08	01:00:40	01:01:17	01:01:24	00:55:34	00:51:35	00:49:50	00:59:40		Stable Trend
	Volume of Hate Crime		43	62	80	101	94	72	52	40	42	28	39	63		Recent decreases reverting trend back to stable
	Volume of Knife Crime (Home Office - ADR160)		-	-	60	-	70	-	-	41	-	-	65			Slight decreasing trend over Q3
	Volume of Rural Crime (Key word + tags)		52	76	61	56	45	62	56	52	33	84	32	49		Stable Trend
	CPT Establishment Level															Under Development
	Percentage of CPT Staff at Work															Under Development
	Percentage of CPT Officers able to Respond to Crime															Under Development
Protect the most vulnerable people in society	S136 Arrests		23	36	25	34	27	35	37	24	17	25	22	26		Recent decreases reverting trend back to stable
	Volume of CSE Crimes		8	12	11	11	8	12	24	10	5	11	8	2		Stable Trend
	Volume of repeat Missing Incidents U18		5	6	5	9	10	10	8	11	8	6	5	4		Stable Trend
	Volume of Fraud															Under Development
	First Time Entrants into the Criminal Justice System							Year to Sep 20 delayed due to CV19								No trend in 12 months figures but significant year on year reduction from September 2009 (1,896 fte). MoJ data published 6 monthly (March and September). Figures not currently being published due to CV19.
	Number of Reoffences per Reoffender over time					4.80 (Oct 17 - Sep 18)			4.85 (Jan 18 - Dec 18)			MoJ data delayed				Increase in proportion of offenders who reoffend during 2018 but significant drop in final reported quarter (Jan 18 - Dec 18) to below first reported figure level.
	Frequency of Reoffending per Reoffender					29.19% (Oct 17 - Sep 18)			27.73% (Jan 18 - Dec 18)			MoJ data delayed				Increase in proportion of offenders who reoffend during 2018 but significant drop in final reported quarter (Jan 18 - Dec 18) to below first reported figure level.
	Recall Rate due to Reoffending					9			8			7				Reducing trend over last 4 quarters NPS data only. Number of NPS Offenders Managed in Swindon & Wiltshire Recalled, where 'Further Offence/Charge' was listed in the recall reasons
	Overall Mean Reoffending Risk Score					39.1			36.6			38.6				New metric from quarter 4 2019/20 (Jan-Mar 20). Slight reduction in whole cohort OGRS score, possibly starting to reflect quarterly Court data reduction. Reduction in average OGRS score is positive, it means the reoffending risk score is reducing.
Put victims, witnesses and communities at the heart of everything we do	% Overall Convictions		76.2%	83.1%	76.0%	81.4%	92.6%	87.4%	91.9%	92.6%	88.7%	83.50%	86.50%	86.00%		Stable Trend
	Outcome for Domestic Abuse		14.4%	14.0%	13.5%	13.6%	13.5%	13.9%	13.8%	13.9%	13.7%	13.30%	13.60%	13.40%		Slight decreasing trend
	Outcome for Sexual Offences		8.3%	9.2%	9.2%	9.9%	8.9%	8.9%	9.4%	9.0%	9.4%	10.30%	10.00%	9.80%		Stable Trend
	Satisfaction of victims with the whole experience		78.2%	78.7%	78.4%	78.4%	77.5%	77.6%	77.9%	78.6%	78.8%	78.30%	77.90%	77.50%		Increasing trend
	Satisfaction with being kept informed		66.6%	67.8%	66.7%	67.8%	67.3%	68.0%	67.1%	66.5%	66.9%	67.30%	67.50%	67.10%		Increasing trend
	Satisfaction with ease of contact		93.9%	94.4%	94.2%	94.1%	94.0%	93.7%	93.3%	94.4%	94.3%	94.50%	95.00%	94.90%		Stable Trend
	Satisfaction with treatment		89.2%	90.7%	90.4%	90.6%	90.0%	89.9%	89.4%	89.5%	89.2%	88.70%	89.00%	88.90%		Stable Trend
	Volume of DA Crime (ACPO defined)		626	651	676	726	655	563	559	508	580	546	499	568		Increasing trend
	Volume of Sexual Offences (Recent / Non Recent)		61	109	127	163	151	128	109	113	117	102	98	120		Stable Trend
	Domestic Abuse Conviction Rate (as proportion of offences)															Under Development
	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
Secure a quality police service that is trusted and efficient	% - Ethnic Minority workforce (FTE)		2.1%	2.2%	2.3%	2.2%	2.3%	2.3%	2.3%	2.4%	2.4%	2.4%	2.6%	2.8%		Increasing trend
	% Complaints Recorded within 10 working days		99.0%	96.6%	100.0%	97.0%	99.0%	96.0%	93.0%	95.0%	96.2%	98.0%	96.0%	96.0%		Stable Trend
	% of Force appeals Upheld		0.0%	0.0%	33.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%		No trend
	Avg number of days to record a Complaint		2	2	6	11	3	4	4	3	3	3	3	5		stable trend
	Complaint cases recorded		89	89	77	109	82	102	95	81	78	83	74	97		stable trend
	Updated number of actual sickness days lost per person All Staff (QVD) (look ba		1.2	1	0.8	0.8	0.9	1	1	1	1.2	1.24	1	1.01		Slight decreasing trend
	Overall staff satisfaction		-	-	-	-	-	-	-	-	-	-	-	-		Under Development

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Agenda Item: 7

Meeting	Police and Crime Panel
Date	10 June 2021
Report Title	PCC Risk Register
Presented by:	Kieran Kilgallen, Chief Executive
Author:	Naji Darwish, Deputy Chief Executive

1.0 Purpose of Report

1.1 To update the Police and Crime Panel (PCP) 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 in May 2021. The format for the PCC risk register has been updated with a review of all risk events, mitigation and scoring. This includes new risks post the PCC election of May 2021.

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

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

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

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

2.6 The risk appetite remains at 30.

2.7 The PCC Risk Register is attached at Appendix A.

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

3.0 Summary of Risks

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

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

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

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

Table 1: Risk Number and Scoring Matrix – May 2021

Risk No	Risk Description	Risk Score

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T7	Elected PCC unable to take office	36
T3	Impact of Covid-19 on criminal justice capacity, opportunities for transformation and improving performance	32
T6	Support services do not have the capacity or are not meeting the organisational needs	27
I8	PCC estate fails to enable effective and efficient policing	27
T1	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	24
T2	Delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	24
T5	Impact on MTFS and capital strategy of not disposing of estate identified for disposal or not achieving anticipated capital	24
I10	Police collaborative arrangements do not deliver anticipated benefits due to ineffective governance and accountability and / or the impacts outweigh business benefits	18
T4	Impact of Covid19 on health and welling of OPCC and Force workforce means P&C Plan is not delivered	18

Table 2: Summary of red and amber risks

4.0 Key Risks to Consider and notable changes

4.1 *Risk T7: Elected PCC unable to take office*
Following announcement of conservative PCC candidate being disbarred and subsequently winning the election, there is no PCC in office. Electoral process led by the WC appropriate officer has determined that a two-month period is required until the office can be declared vacant and a new election held. This has been announced as August 19th, 2021. As Police and Crime Plan runs until the end of 2022 and 2021/22 budget has been set there is limited short term impact. Mitigations include temporary amendments under the OPCC scheme of delegation and discussions with the Police and Crime Panel on appointing an Acting PCC.

4.2 *Risk T3: Impact of Covid-19 on criminal justice capacity and backlog*
The Criminal Justice Board, which is chaired by the OPCC, leads on the coordination of the criminal justice system. A Wessex CJS Recovery Group meets bi-weekly and all CJS partners at senior levels are represented. The magistrate backlog has been cleared however timeliness in the system across the CJS is a challenge. This impacts all organisations where demand is retained for longer, impacts on victim and witness retention and impacts on defendants. Significant work at national, regional and local level is underway to continue CJS transformation and improve outcomes of the CJS.

4.3 *Risk T6: Support services do not have the capacity or are not meeting the organisational needs*
Across the OPCC and Force shared services are in operation following the first year of operating under SLAs. Review of this and understanding of resource allocation needs to be undertaken to ensure services are meeting the organisations' needs or not suitable for operating as shared services. This is in line with joint planning cycle.

4.4 *Risk I8: PCC estate fails to enable effective and efficient policing*
Following a review of this risk in April, the likelihood and consequence has increased from 2 to 3, resulting in an overall score of 27. The increased score is to recognise that proposals for Covid secure accommodation post March 2021 are still

being progressed and there is impact on long term decision making with no PCC. Mitigation has been included within the scheme of delegation to enable short term arrangements to be made if required.

4.5 *Risk T4: Impact of Covid19 on health and wellbeing of OPCC and Force workforce means P&C Plan is not delivered*
This risk was first recorded on the risk register in November 2020 during the second lockdown (overall score of 12). The overall score increased in January (to 18) and again in February (to 27) to recognise the impact of the third lockdown and the pressures of home-schooling. This risk has been reduced to 18 during April following the easing of lockdown and reduction of risk with increased social contact.

Risks I1, I3, I4, I6, I7, I10,I11 and I12 have all increased likelihood by 1 due to the impact of not having a PCC in office. These will be amended once an acting/permanent PCC is appointed.

5.0 Future Reviews of Risk Register
5.1 Any amendments required following this meeting will be made at the monthly informal review with the Deputy Chief Executive.

6.0 Staffing Implications
6.1 Any staffing implications are set out in the associated risk(s).

7.0 Financial Implications
7.1 Any financial implications are set out in the associated risk(s).

8.0 Legal Implications
8.1 Any legal implications are set out in the associated risk(s).

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

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

11.0 Contribution to the Police and Crime Plan 2017-2021
11.1 The risk register is aligned to the Police and Crime Plan and identifies risks associated with not delivering the Plan and the priorities set out within it.

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

Appendices:
Appendix A – PCC Risk Register
Appendix B – Glossary

ACRONYM	MEANING
APAC^{2}E	Association of Police and Crime Commissioners Chief Executives
APCC	Association of Police and Crime Commissioners
BAU	Business As Usual
CC	Chief Constable
CFO	Chief Finance Officer
CJ	Criminal Justice
CJS	Criminal Justice System
CMB	Commissioner's Monitoring Board
CPS	Crown Prosecution Service
CPT	Community Policing Team
CSR	Comprehensive Spending Review
DPCC	Deputy Police and Crime Commissioner
ESN	Emergency Services Network
GDPR	General Data Protection Regulations
HMCTS	Her Majesty's Courts and Tribunals Service
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service
HO	Home Office
HQ	Headquarters
ICT	Information Communication Technology
LA / LAs	Local Authority / Local Authority's
LRF	Local Resilience Forum
MPs	Members of Parliament
MTFS	Medium Term Financial Strategy
NEP	National Enabling Programme
NPCC	National Police Chiefs Council
NPS	National Probation Service
OHU	Occupational Health Unit
OPCC	Office of Police and Crime Commissioner
P&C Plan	Police and Crime Plan
PACCTS	Police and Crime Commissioners Treasurer Society
Panel	Police and Crime Panel
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSOs	Police Community Support Officers
PEEL	Police Effectiveness, Efficiency and Legitimacy Programme
RASSO	Rape and Serious Sexual Offences
SSOs	Strategic Support Officers
WC	Wiltshire Council
WCJB	Wiltshire Criminal Justice Board
YOTs	Youth Offending Teams

RISK KEY

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

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POLICE AND CRIME COMMISSIONER RISK REGISTER

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

Risk Score

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	RISK OWNER
Topical Risks												
T1	05-Jan-16	Review of funding formula does not provide additional resources or reduces resources to Wiltshire	• 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	• HO reviewing funding formula, Technical Group established and chaired by the Permanent Secretary at the HO • PCC continually informing Wiltshire and Swindon MPs of the current situation, this is now a national issue which may lead to overall higher funding levels but there is no guarantee of this • Reserves used to smooth trajectory in MTFS to avoid short term reduction in service before completion of formula review • Additional resources for policing will mitigate risk, but not resolve disparity in funding • Review expected Autumn 2020 but now anticipated to be delayed • One year CSR announced Nov 2020	2	4	3	24	13-May-21	**Risk retained**	CFO
T2	02-Mar-17	Cost implication of delayed implementation of new communication system as a result of national change-over from Airwave Tetra to new 4G based ESN	• ESN is not fit for purpose or equal to the Airwave network it replaces (including gaps in coverage) • 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	• Central Gov acceptance that project has not been run well with an overhaul of the project occurring - new staff and a new SRO put in place in 2021 • PCCs represented on HO Oversight Group • National meetings taking place at which police forces are represented • Situation reviewed by the Public Accounts Committee and has national profile • Potential for significant cost increases • Funding allocated in capital plan • Wiltshire CC appointed NPCC National Lead • National decision taken to change covert radios due to delays in delivering via ESN programme • Wiltshire has agreed to take on assurance role (approx April 2021) • New costing model produced but number of unknowns remain (including what costs to PCCs will be) • APCC Deep Dive for new Business Case scheduled for June	4	3	2	24	13-May-21	**Event amended from previous risk register and mitigation and controls updated**	CFO

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	RISK OWNER
T3	16-Mar-20	Impact of Covid-19 on criminal justice capacity, opportunities for transformation and improving performance	• 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 • Impact on CJS partners in uneven recovery	Financial Reputational Operational Delivery Performance Legal	• Criminal Justice Board lead on recovery of CJS system and into LRF & recovery groups • Wessex CJS Recovery Group meets weekly to manage CJS performance (co-chaired by Wilts OPCC and Hants police) • CJS partners across Wessex at senior level are represented (PCC, Police, CPS, Courts, Probation, Prison, YOT and Legal Aid Agency) • Regular communications from PCC to CJ partners and stakeholders • Fortnightly calls are held with all PCCs and Home Office and Ministry of Justice ministers • Plans in place responding to issues of court capacity, criminal justice backlog, local recovery plans, ensuring victims and witnesses are supported through Covid19 recovery • Resource increase negotiated to manage backlog in Wiltshire Magistrates (moved from elsewhere in South West to Wiltshire) - five additional court days a week now in place and looking to increase to six in December, anticipated Magistrate court backlog would return to pre-Covid19 levels by mid-February. Significant progress and on track to remove mag backlog in Swindon and Salisbury continuing to reduce • Courts continue to operate during January 2020 lockdown, with increased use of video courts. Crown Court backlog is at pre-Covid19 levels • Monitoring impact of wider staffing risks and ability to enable justice (HMCTS, police, NPS, witnesses and victims. Anticipated challenges if impact increases and impacts ability to delivery justice • Wiltshire magistrates backlog has been cleared but underlying performance challenges across CJS - however Wessex is performing well nationally	2	4	4	32	13-May-21	**Risk retained**	CEO/DCEO
T4	26-Nov-20	Impact of Covid19 on health and welling of OPCC and Force workforce means P&C Plan is not delivered	• Low staff morale • Increase in levels of sickness / absences through long-term sickness • Reduced staff levels to delivery plans on page, ultimately leading to P&C Plan priorities not being delivered	Operational Delivery Performance	• Regular communication to staff highlighting importance on good mental health • Promoting services offered by OHU and how to access these • Where possible staff offered flexibility on hours worked to assist homeschooling / shielding scenarios • OPCC and Force working collaboratively to conduct regular engagement with staff (including staff survey) • Jan 2021 lockdown is significantly challenging for support staff and wider indications of increases in sickness of support staff across force and OPCC staff • Significant awareness raising of support services on offer, however mitigations linked to wider lockdown and stresses such as caring responsibilities • Health and wellbeing conversation incorporated into annual appraisal conversations	2	3	3	18	13-May-21	**Risk retained**	CEO/DCEO
T5	01-Apr-21	Impact on MTFS and capital strategy of not disposing of estate identified for disposal or not achieving anticipated capital	• Impact on capital plan and MTFS • Continued revenue costs on sites no longer used or fit for purpose • Missed opportunity in enhancing other estate / ICT	Financial	• Estates strategy set out early sites for disposal • Extensive stakeholder engagement with local communities on sites identified • Touchdown points in all locations were sites are being disposed • All sites are being marketed but unlikely to be sold ahead of May 2021 • Disposals has been a PCC election issue - all candidates have been briefed on CC and OPCC advice post election will remain consistent on the sites themselves • New estates strategy in 2022 will provide opportunity to check and test operational requirements	2	3	4	24	13-May-21	**Risk retained**	CFO
T6	13-May-21	Support services do not have the capacity or are not meeting the organisational needs	• OPCC not receiving adequate support from Force hosted services and vice versa • Support services are sub-optimal or have the capacity to provide requested level of support	Legal Performance Reputational	• SLA process aligned to FMS and planning cycle • SLAs being reviewed to ensure services meet OPCC requirements • Review of delivery of services in line with demand and organisational needs during 2021-22	3	3	3	27		**New Risk**	CEO/DCEO
T7	11-May-21	Elected Police and Crime Commissioner unable to take office	• PCP 2021-22 not yet formed - unable to appoint acting PCC • Unable to make signifcant decisions without a PCC in place • Potential impact on delivering commissioning plans until acting PCC appointed / PCC elected • Additional PCC election required • Reduced access to APCC meetings/events/consultation on government policy • Potential for all risk scores to increase • Negative impact on integrated planning cycle and decision making	Financial Legal Operational Delivery Performance Reputational	• CEO/DCEO engaging with Local Authorities • CEO/DCEO keeping CC/Force informed of developments • P&C Plan of outgoing PCC effective until 31 March 2022 • OPCC and Force still working towards delivery of P&C Plan • Use of Financial Regulations and delegated authority to CEO/CFO for contract signing • Election set for 19 August 2021	4	3	3	36		**New Risk**	CEO/DCEO

Inherent Risks

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	RISK OWNER
I1	13-May-21	Unable to deliver the priorities set out in the Police and Crime Plan	• Failure to discharge role of PCC • Reduced confidence in PCC/OPCC • Reduced public and partner satisfaction • Damage to partnership relationships • Criticism from Government/HMICFRS/Panel/adverse media attention	Financial Legal Operational Delivery Performance Reputational	• P&C Plan integral part of planning cycle • Quarterly reporting to the Panel on performance against plan • Publication of annual report summarising progress made against priorities and P&C Plan • CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan • OPCC Delivery Plan overseen by CEO and updates PCC on progress • WCJB (chaired by PCC) - strategy and delivery plans to be aligned to P&C Plan with performance managed at WCJB • OPCC staff working alongside force and partner colleagues to identify and resolve performance issues • Integrated OPCC and Force planning cycle ensures changing demand and financial pressures are considered as part of strategic planning	2	2	4	16		**Event amended from previous risk register and mitigation and controls updated**	CEO/DCEO

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	RISK OWNER
I2	13-May-21	Unable to produce a balanced MTFS that enables the PCC to deliver his P&C Plan priorities	• PCC and OPCC failure in statutory obligations • Negative impact on future budgets and reserves • Unable to commission required services • Unable to provide sufficient 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 • Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government/HMICFRS/Panel/adverse media attention	Financial Operational Delivery Performance Reputational	• CFO to be involved in development of P&C Plan • Fortnightly finance meetings between PCC and CFO • CFO to provide advice on budget and proposed P&C Plan priorities • Member of APCCs / APAC2E / PACCTS • Horizon scanning conducted • Continual review and update working closely with CC • Collaborations / projects require financial sign-off at CMB • Integrated OPCC and Force planning cycle ensures changing demand and financial pressures are considered as part of strategic planning	2	2	4	16		**Event amended from previous risk register and mitigation and controls updated**	CFO
I3	13-May-21	OPCC unable to deliver its part of the Police and Crime Plan	• Insufficient resources available • Services commissioned that are not required, duplicated elsewhere, do not assist PCC in meeting P&C Plan objectives • Unable to maximise performance • Value for money not secured/demonstrated	Financial Legal Operational Delivery Performance Reputational	• OPCC Delivery Plan to be developed for new P&C Plan • Progress against OPCC Delivery Plan reported to OPCC ELT • Commissioning Delivery Plan (linked to OPCC Delivery Plan) to be developed • Progress against Commissioning Delivery Plan reported to quarterly meetings of CPB • Commissioning Strategy to be revised • Commissioning Risk Register in place • Commissioning intentions and budget planning included in joint planning cycle	2	2	3	12		**New Risk**	CEO/DCEO
I4	13-May-21	Failure of PCC and ineffective support from OPCC in holding the Chief Constable/Force to account for the delivery of an efficient and effective police service that delivers the Police and Crime Plan	• Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government/HMICFRS/Panel/adverse media	Reputational	• Fortnightly CMB meetings with CC and weekly briefings • CC has clear plans to manage performance of Force • CC provides monthly update and held accountable by PCC at CMB on performance and delivery of P&C Plan • Regular review of force spend • P&C Plan and objectives to be developed in consultation with the CEO/DCEO/CC	2	2	4	16		**Event amended from previous risk register and mitigation and controls updated**	CEO/DCEO
I5	13-May-21	PCC/OPCC does not have the capability or capacity to engage with the public	• Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government/HMICFRS/Panel/adverse media • Resources directed where they are not needed / away from where they are needed • Unable to / Inadequately consult with the public on the P&C Plan and precept • Do not meet legislative requirements	Financial Legal Operational Delivery Performance Reputational	• Separation of OPCC and Force Comms • OPCC dedicated Comms Team • Head of C&E attends OPCC ELT • Comms and Engagement plan will be drafted	2	2	3	12		**New Risk**	Head of C&E
I6	13-May-21	Failure to maintain effective Criminal Justice Board	• 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	• WCJB Strategy, action plan and performance dashboard established and being delivered by sub-groups aligned to current P&C Plan • Review of WCJB Strategy to be conducted following new P&C Plan • RASSO areas of performance concern across Wessex - Dorset, Hampshire and Wiltshire forces and CPS requested support from OPCCs in improving services, OPCCs commissioning external support to hold CJS partners to account (Wiltshire leading) - is this still the case? • Covid response has led to significant improvements in collaboration and joint management of CJS in Wiltshire, Wessex and nationally • Links to Risk T12	2	2	3	12		**Event amended from previous risk register and mitigation and controls updated**	CEO/DCEO

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	RISK OWNER
I7	13-May-21	Unable to maintain effective relationships with Community Safety Partnerships and Health and Wellbeing Boards resulting in partners make decisions that impact upon the PCC and Police without discussion or involvement in decision making process	• 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	• OPCC building relationships through regular engagement with LAs, public, private and third sector leaders and managers • OPCC attendance at strategic boards with partners (incl Health and Wellbeing Boards) • OPCC attendance at CSPs chaired by the two ACCs • Revised and refreshed CSPs and WCJB provide focus for crime reduction and partner liaison across services • Numerous forums for political and executives to discuss changes in service including Covid19 recovery, OPCC executive meetings and monthly meetings with MPs and LA Leaders • Fortnightly meetings of CMB discuss emerging developments with partners • Updating and monitoring of Horizon Scanning database • OPCC working to co-ordinate commissioning of services across local government, health and CJS • Additional grants awarded to local government due to Covid19, and joint recovery post COVID is providing forums for discussion	2	3	2	12		**Risk carried over from previous risk register**	CEO/DCEO
I8	13-May-21	PCC estate does not meet operational policing requirements	• 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 • Review of PCC's Estate Strategy is out of line with MTFS and may not be affordable	Financial Reputational Operational Delivery	• Estates strategy governance in place and appropriate Boards • Covid19 has had positive impact on cultural benefits of remote working, these will be embraced by the OPCC / Force to ensure they remain • Negative impact of Covid19 puts pressure on available space due to social distancing requirements • Acquisitions and Disposal Board overseeing commercial aspects • Wiltshire Police Estate Board overseeing Force estate programme operations • Proposals to enable COVID secure accommodation post March are being progressed - due to requirement for investment in smaller unfit buildings planned for disposal in 2021 • Force commissioned work to advise on next strategy - awaiting revised operational advice from CC, including impact of COVID secure on estates capacity •All deliverables within strategy are completed with exception of disposal - see Risk T15	3	3	3	27		**Event amended from previous risk register and mitigation and controls updated**	CEO/DCEO
I9	13-May-21	ICT services do not provide resilient services to policing	• 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	• ICT project delivery overseen by the Digital Programme Board with risks central to discussions • Introduction of the National Management Centre under NEP has bolstered security • Frequent contact with national police ICT departments surrounding requirements and resilience • Cloud technology is more secure and resilient than on premises solutions • Resources identified to deliver improvements and efficiency - reviewed in line with national programme rollout • Local risk registers in place for Tactical Transition and NEP projects - reviewed monthly at Digital Programme Board • Weekly governance meetings taking place to oversee project, manage risk and decision making process	3	2	4	24		**Event amended from previous risk register and mitigation and controls updated**	CFO
I10	13-May-21	Police collaborative arrangements do not deliver anticipated benefits due to ineffective governance and accountability and / or the impacts outweigh business benefits	• 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	• Governance arrangements outlined in all collaborative agreements • Performance, finance, and strategic risks are managed at Strategic Board • Collaborative arrangements standing agenda item on CMB • Governance arrangements have been reviewed for all collaborative agreements • Quarterly meetings taking place for all collaborations • Composite funding agreement across all PCCs/Forces agreed • Election of new PCC allows a fundamental re-evaluation of collaboration and potentially a new strategic steer • Regional PCC planning sessions planned	3	3	2	18		**Mitigation and controls updated**	CEO/DCEO
I11	13-May-21	OPCC fails to meet its legal requirements as set out in various legislation	• Reduced public and partner satisfaction and confidence in PCC and OPCC • Criticism from Government/HMICFRS/Panel/adverse media attention • Damaged relationship and reputation as an employer • Current Scheme of Delegation does not meet PCC's expectations	Reputational	• Membership of APCC, APAC2E, and PACCTS • All HMICFRS reports considered and responded to • Appropriate staffing structure in place with clearly defined roles and responsibilities • SSOs ensure PCC and Executive Team are briefed on policy changes • PCC review published and no significant change as yet - OPCC monitoring work on revisions to the policing protocol and PCC review part 2 • Scheme of Delegation and Code of Financial Practice to be reviewed with PCC in this financial year	3	2	2	12		**Event amended from previous risk register and mitigation and controls updated**	CEO/DCEO

ID	Date identified	Event	Consequence	Main impact area(s)	Mitigation and Controls	L	C	I	Score	Date Reviewed	Summary	RISK OWNER
I12	13-May-21	OPCC does not have enough resource to fulfil its statutory duties and deliver the Police and Crime Plan	• 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	• Annual review of OPCC delivery demands • Policy and horizon scanning for changes in PCC statutory responsibilities • Discussions with PCC and partners on anticipated direction and requirement for officers • Comparison of resources with other OPCCs • Review national guidance (APCC/APACE) • OPCC benefits from sharing support services with Force (ie. ICT, performance, information governance) • OPCC resource requirements form part of joint planning with Force (PCC advised of requirement, benefits and risks enabling a decision to be made on resources required) • OPCC requirements part of joint planning cycle and reviewed annually • PCC review part 1 published (March 21) and indicates further expansion of PCC role - monitoring and horizon scan on further implications for OPCC resource requirement • Discussion with PCC during May to assess resources match PCC requirements	2	2	3	12		**Event amended from previous risk register and mitigation and controls updated**	CEO/DCEO

Police and Crime Panel
Forward Work Plan - 2021
Please note: this is a working document which is subject to change

Date	Location	Provisional Agenda Items
Thursday 7 January 2021 10am-1pm	On-Line Meeting	• PCC Budget 2019/20 and MTFS • Capital Program
Thursday 4 February 2021 10am-1pm	On-Line Meeting	• Formal consideration of PCC Precept proposal

| Thursday 18 March 2021

10am-1pm	On-Line Meeting	- Quarterly data (Q3)– Risk / Performance / Finance / Complaints - Commissioning budgets and delivery objectives - Road safety work in Wiltshire & Swindon - C*hair of Road Safety Group – ACC Deb Smith & DPCC Jerry Herbert to provide a presentation and discussion with members* - Impact of EU exit on policing - Proposed changes to quarterly reporting arrangements - *(Cllr Richard Britton to write the report for this)*
Thursday 10 June 2021

10am-1pm | County Hall, Trowbridge | Quarterly data (Q4)- Risk / Performance / Finance / Complaints PCP/PCC working protocol Complaints system, including local performance and governance mechanisms |
| Thursday 16 September 2021

10am-1pm | Venue to be confirmed | Quarterly data (Q1)- Risk / Performance / Finance / Complaints |

Thursday 16 December 2021 10am-1pm	Venue to be confirmed	• Quarterly data (Q2)- Risk / Performance / Finance / Complaints • Service Commissioning update

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