

3	17/08/17	Brian Mathew	<p>That Wiltshire has had the second highest percentage rate of staff reduction in the country (3.6%) seems to be at odds with your Priority Four objective of maintaining an effective police force. To ensure the attainment of this objective what remedial actions are you taking to stem this alarming rate of staff departure.</p>	13/09/17	<p>The 3.6% reduction is shown for Police officers only and does not include Police staff which work alongside Police officers within the CPT model. On a separate tab, the data shows an increase in the volume of designated officers (those police staff with investigatory powers) which reflects the approach to translate roles, where possible, from police officers to police staff. Not only does this bring benefits in maintaining headcount whilst achieving reductions in budget, but also this approach gives career development and pathways for police staff, therefore likely to increase retention in the organisation. Staff will be able to undertake the same role as their police officer colleagues, following an appropriate training programme, and often attract a higher level of specialist skills to complete the role. Doing this delivers the objective of maintaining an effective police force.</p> <p>It must be remembered that the data within this publication is a snapshot at the time, and not a reflection of the budget assigned to these roles.</p> <p>To achieve the budgeted ambitions, the Panel will be aware of the recruitment campaigns which have been published recently, and the increased presence on social media. The Force is currently recruiting police officers, and has recently brought in 35 new recruits – the largest intake we have done for a number of years. The challenges of maintaining the establishment against the changing pension reforms, means that turnover increases and the requirement for a flexible and future looking resourcing plan is more important than ever before. I have seen this plan and my office sits on the board which oversees the tactical approach to recruitment and planning.</p>
4	17/08/17	Brian Mathew	<p>We were made aware of a staff satisfaction survey at the last PCP meeting and were told that this showed a high level of morale in the Force. I would be pleased if this report could be shared with the PCP as it appears to be at odds with the facts on the ground.</p>	13/09/17	<p>Will be answered by the presentation at the meeting on 14 September 2017</p>

5	17/08/17	Richard Britton	<p>“The Commissioner has allocated £1m to the recruitment of sufficient new Special Constables to make up a total complement of Specials to 500. Bearing in mind Wiltshire’s past difficulties in assimilating and retaining Specials can the Panel safely assume that this exercise has been the subject of a detailed cost/benefit analysis? In particular, there is a fear that in view of Wiltshire’s previous poor performance in retaining Specials the £1m is unlikely to be a ‘one off’ cost. If a further, say, £500,000 p.a. is required to maintain the complement of 500 might not this ongoing cost be better spent on full time, paid Officers?”</p> <p>In particular:</p> <ul style="list-style-type: none"> • What assumption has been made for ‘churn’? How long is a Special likely to stay on the strength as a Special? • How many hours per week (or month) is a Special contracted to work? And what is the actual figure being worked? • What savings arise from the use of Specials to reduce the number of paid Officer’s time?” 	13/09/17	<p>1) The Commissioner has allocated £1m to the recruitment of sufficient new Special Constables to make up a total complement of Specials to 500. Bearing in mind Wiltshire’s past difficulties in assimilating and retaining Specials can the Panel safely assume that this exercise has been the subject of a detailed cost/benefit analysis? In particular, there is a fear that in view of Wiltshire’s previous poor performance in retaining Specials the £1m is unlikely to be a ‘one off’ cost. If a further, say, £500,000 p.a. is required to maintain the complement of 500 might not this ongoing cost be better spent on full time, paid Officers?</p> <p>The investment of £1million was to reach a complement of 500 special constables within the life of the P&C Plan. This is not viewed as a one off increase, but a permanent part of policing in Wiltshire. It is correct that retention is crucial to this achieving this. As special constables are recruited and complete training, the project team have been focusing on making sure they are supported to be independent and integrated into their respective teams. The Force recognise that the retention of specials starts right at the beginning of the process and supporting and nurturing them is central to their post training retention plan.</p> <p>500 additional specials do present organisational challenges to ensure there is enough capacity to support them in the same / similar way to regular officers. Plans and costs are already included in areas such as fleet, ICT and estate. The Force and Senior Command Team are currently scrutinising business plans to identify capacity in areas of training and command structure to ensure that supporting 500 special constables forms part of business as usual.</p> <p>2) What assumption has been made for “churn”? How long is a Special likely to stay on the strength as a Special?</p> <p>The national average annual attrition rates are currently standing at 20% (approx. 100 per year based on 500). Wiltshire Police is using this rate in its future planning for specials recruitment and retention. The</p>
---	----------	-----------------	--	----------	---

				<p>current Wiltshire rate is 6% so using the national rate as the planning assumption is a built in contingency. The key to maintaining our Specials as with all our volunteers, is keeping them engaged, valued and to feel they are making a difference. There are many aspects to our Retention and Deployment plan which the team are currently working through. How long they stay depends on each individual and they can leave the organisation for a number of reasons including;</p> <ul style="list-style-type: none"> • Family circumstances • Private life • Career move (including regulars) • Disengaged from the organisation. <p>3) How many hours per month is a Special contracted to work and what is the actual figure being worked.</p> <p>The minimum number of hours required is 16 per month. A detailed breakdown of the number of deployable special constables provide to Wiltshire Police is shown on page 31 of the P&C Plan Quarter 1 Performance report. It shows that Special Constables provide on average almost 6,000 hours a month.</p> <p>4) What savings arise from the use of Specials to reduce the number of paid Officers time.</p> <p>The Specials are not being recruited to replace regular officers. The special constables provide additional policing resource and support to regular officers.</p>	
6	11/09/17	Brian Mathew	Given the current degree of press attention this issue is raising, including from the MP for North Wiltshire James Gray, I would like to urgently ask the Police and Crime Commissioner the following question:	13/09/17	Verbal update to be provided at the meeting by Kieran Kilgallen.

		<p>In Priority Four of his Police and Crime Plan the Commissioner recognises that he has the responsibility for the provision of a police service that is 'efficient in its use of resources'. He therefore clearly recognises that the Chief Constable's use of resources is not solely an operational matter but is ultimately the Commissioner's responsibility.</p> <p>In what way has the Commissioner satisfied himself that the ongoing investigation into the late Sir Edward Heath is 'an efficient use of resources'.</p>		
--	--	---	--	--