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TITLE: Briefing Paper – Specialist Operations Transition UPDATE	DATE: 01/06/2019

1. PURPOSE

At 0001 hours on April 19th 2019, the Tri Force Specialist Operations collaboration formally returned to the direction and control of the Wiltshire Chief Constable. This briefing paper seeks to update on the transition period and details the current operational status of armed policing, roads policing, collision investigation and dogs policing, and the implementation of the agreed future operating model.

2. CURRENT POSITION – Wiltshire Specialist Operations

Despite original concerns, the transition back to Force has passed without incident with risks effectively mitigated in all specialism areas. This position is outlined in further detail below.

All officers currently remain in their original teams and on the Tri Force six-team shift pattern. Deployed centrally from Police Headquarters in Devizes, all resources are operationally available throughout a full twenty-four hour duty cycle. First line management sits with dedicated team sergeants holding either an armed policing or roads policing specialism; however, second-line management has been moved to thematic responsibility as shown below:

- Head of Armed Policing – Inspector Paul Saunders
- Head of Roads Policing – Inspector Mark Freeman
- Head of Dogs Policing – Inspector James Brain

All three Inspectors have structured their duty time to secure engagement and alignment with the priorities of their Community colleagues. This includes **weekly working from the main Community Policing Hubs**, attendance at **local tasking meetings** and **development of the Force's Tasking and Briefing system** to support direct deployment to Specialist Officers who can then update associated activity accordingly.

Feedback currently suggests this new approach is appreciated and the ability to utilise home force systems is delivering tangible operational outcomes.

Armed Policing

Armed Policing is currently operationally resilient with full establishment. Officer deployability is sitting at 97% and calls for service are in line with standard demand expectations for this time of the Force year. Officer numbers reflect threats defined within the annual Armed Policing Strategic Threat and Risk Assessment (APSTRA) and ensure the officers are available in sufficient numbers to be tactically viable.

Since April 2019, officers have responded to over 300 Force logs, of which, only 14 were actually confirmed as ‘Firearms’ incidents following attendance. This provides a good indication of the level of support being provided to broader Force operational needs, and also highlights the capacity within our firearms

numbers being utilised effectively when not deployed specifically to firearms linked events.

The team continues to access specialist training via the Black Rock Specialist Training Centre (BRSTC) and retain the support of colleagues within the Counter Terrorist Specialist Firearms Team (CTSFO) to mitigate high-threat criminal use of firearms.

Access to Firearms Tactical Advice (a mandatory requirement for a Firearms Commander) is managed through an informal collaborative approach agreed between Avon and Somerset, Gloucestershire and Wiltshire. This position will be reviewed later this year and it is likely that this approach may be formalised between two or more of the parties in reflection of the efficient benefits it provides.

Roads Policing (including Collision Investigation)

In contrast to their armed colleagues, the Force's Roads Policing capability has diminished notably following return to local control, mainly due to being the recruitment ground for the required growth of the Collision Investigation capability. Against an establishment of 27 officers, the team are currently deploying 20 staff however this was a foreseen position and the vacancies are balanced by the associated growth in Collision Investigation. A recruitment campaign is on track to bring the team to FTE establishment later in the year but this must be managed in line with the current deployability challenges being experienced by CPT. Roads Policing resilience is supported by capacity inbuilt in armed policing where colleagues are also trained to enable effective deployment on the fast-roads network.

Despite initial expectation, the Collision Investigation team has come into being with little challenge. Supported by recently retired expert officers, existing and new team members are maintaining a service capability far in excess of expectation, which is facilitating both theoretical and operational learning. **Since April 19th, the team have responded to 10 major roads incidents of which 2 have sadly proven fatal.** This is in line with the Force's 'killed or seriously injured' demand profile and is unfortunately not abnormal for this time of year. The development of the new 'Inspector, Head of Roads' post now incorporates not only traditional roads policing and collisions, but also newly includes the Road Safety Team. This provides a new, coordinated approach through which to manage and reduce road harm.

When the team achieves full establishment it will operate with a preventative, tactical, and enforcement approach, deliver to the **National Road-Harm Reduction Strategy** and fully support this key element with the OPCC's Police and Crime Plan.

In addition to the above the team have also been structured to take account of the new **ISO accreditation** requirements which will come into effect in March 2020.

Dogs Policing (including Dogs Training)

Our dogs officers are at full establishment and fully deployable. They remain on the original Tri Force shift structure until the introduction of the new Specialist Operations operating model later this year, but they are now directly line-managed by a dedicated Dog Sergeant and supported by the Force's Dog Training Manager. Although part of the specialist operations family, the officers are now able to commence duty at the most appropriate location within the Force area including directly from the CPT hubs. There are no resilience issues in this specialism area.

Ad Hoc Arrangement

Resilience for all specialisms is supported by ability to access the formal 'Ad-Hoc'

arrangement in place between Avon and Somerset, Gloucestershire, and Wiltshire, however it is of note that recourse to this has been minimal with only **15 requests** made in the six-week period. We deploy a minimum of 40 officers in every 24-hour period, therefore this figure is minute when compared alongside the 1600 plus officer duties undertaken within the period.

Use of the arrangement relates predominantly to firearms officers and reflects periods where Royalty protection duties are required. A trial of 12-hour duties is in place to assess whether this will manage the situation more effectively. Additionally, Gloucestershire work 12-hour duties in both of their Royal residences therefore this paves the way for agreed discussions and consideration for a future shared service.

It is of particular note, based upon previously anticipated risk, that the Ad-Hoc arrangement has **been used only once to support Collision Investigation** deployability. This was on 04/06/19 and caused by pre-existing abstraction.

The Ad Hoc arrangement will cease at 2359 hours on August 31st 2019.

3. New Specialist Operations Operating Structure

The above model was presented and agreed by the PCC and Chief Constable earlier this year, as part of the planning for the return of specialist operations.

This model effectively recognises the three main specialisms individually. It aligns their operating structures to operational demand, and focusses their combined efforts toward the support of CPT priorities across the county. It is an efficient model that avoids excessive growth in our most expensive assets, and utilises internal tasking processes to prioritise support for CPT. This approach also recognises that absolute structural alignment to CPT is cost-prohibitive and would not be deliverable for a considerable time-period without recruitment from CPT itself, effectively eroding any benefit.

As managing the return has been completed, the next stage of full transition to the operating model is underway. It is anticipated that this will 'go-live' in autumn 2019. Detailed planning, engagement with staff associations and operational options are being prepared for the Force Executive team in the week commencing June 10th 2019. A significant part of this is shift-patterns.

Once the preferred options are agreed, formal staff-consultation will commence. This process will take between two weeks and two months; however once a change to shift-pattern is confirmed, work will begin immediately to structure teams and balance skills accordingly.