



FORCE MANAGEMENT STATEMENT 2020

Part 1: Chief Constable's Executive Summary



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Chief's Summary Statement: Key themes

Welcome to Wiltshire Police's third annual Force Management Statement (FMS). Completing the assessment, is part of our wider business planning cycle and is a valuable tool that gives an extensive and detailed overview of the status of the current and predicted demand the Force is and is likely to face. This year has seen continued multiple demands placed upon the Force, spanning across existing and emergent demand. This of course has been exacerbated by the ongoing requirement to respond to the global COVID-19 pandemic.

Throughout our FMS we look to set out key trends in demand. Wherever possible the Force and Executive Leadership Team work with members of the Senior Leadership Team to look at innovative ways to continually reconfigure our services to meet the demands we face today and will face tomorrow. Where it is not possible to meet demand in this way, the FMS is a key tool in helping me as the Chief Constable formulate my operational advice to the Police and Crime Commissioner (PCC) for areas of potential growth investment.

This year the FMS has identified key themes that have emerged as areas to consider for the future and I summarise these below.

Our financial challenge – The COVID-19 pandemic has caused huge societal change which has resulted in many uncertainties and policing is not exempt from this. In fact, this year it is harder than ever to predict what financial support we will have as a Force to continue to provide our services and prepare for the future. This is because we have no central government long-term funding settlement and the one-year Spending Review is yet to be announced in November 2020. This, coupled with the following key questions, will impact on the decisions we make with regards to providing my professional advice to the PCC on areas where we may need to invest or realise savings:

- What impact will a recession have on the grant?
- Will rules be introduced to limit Council Tax?
- What happens to council tax payments?
- Will a deficit exist on the collection fund?
- Could the tax base decrease with lower growth?

Our current funding is £125.7m with 46 per cent and 54 per cent coming from Council Tax and the Central Grant, respectively. Both areas are under pressure because of several factors; there are less people working and more people receiving support which means a lower tax base. Furthermore, the desire to minimise the council tax burden is likely to mean lowering council tax, or at best keeping it the same. Lastly, other public services such as the NHS are likely to get an increase which will impact on the allocation of the central grant. This will mean very difficult decisions will have to be made concerning growth bids to meet current and predicated shortfalls in demand, in addition to requirements to make savings and efficiencies.

Force Strategic Assessment (FSA) – This year, we have had two Strategic Assessments which have been produced in quick succession, due to the need to assess COVID-19's impact on crime and the community and to determine whether this would impact the recommended strategic priorities for the following 12 months.

The recommended priorities captured are those which have been identified as presenting the greatest threat, represent a significant intelligence gap in our knowledge and / or understanding and importantly, require an injection of focus and resource to address the identified problem. There are four Control Strategy priorities for 2020 / 21, and they are:

1. Exploitative Drug Networks and Drug Markets.
2. Modern Slavery and Human Exploitation.
3. Organised Crime Groups and Organised Criminality.
4. Child Exploitation to encompass Criminal Child Exploitation and Child Sexual Abuse and Exploitation.

Digital Capabilities and Violence and Abuse are cross cutting themes.

Improving our approach to FMS and embedding it in as part of the business planning cycle – I appreciate FMS is a process that will continue to evolve. We have further developed our approach this year which included engaging the leadership teams of every department, providing very clear terms of reference and support, and providing monthly updates and thematic presentations to Strategic Governance Boards and leadership teams overseen by the Deputy Chief Constable. The FMS is now a core part of our business cycle and the content has been central to informing our Executive Leadership Team's decisions on investment and future direction. There are plans in place to include our FSA in the FMS to create one assessment.

The return of our ICT to in-house provision – Our existing ICT partnership with Wiltshire Council, that sees provision provided by them, was reviewed following the establishment of the Police National Enabling Programmes (NEP) and a decision was made and approved in July 2019 to revert to a dedicated function within the Force to provide its ICT requirements. This is an exciting opportunity that will enable us to invest in the technology to meet the complex changes in policing and retain and attract staff that will help us to deliver this. This is a critical function in the Force to ensure we are able to capitalise on rapidly developing technological change, and convergence as well as be responsive to increasing online crime and diversifying organised crime which operate beyond the jurisdiction of local and national police agencies. NEP will also ensure that we are able to operate in a safe operating environment across the policing network.

Operation Uplift – 9 October 2019 the Home Office confirmed the officer recruitment targets for every police force in England and Wales for the first year of the unprecedented drive to increase their ranks by 20,000 over the next three years. To date, the Force has received and started training 37 officers in October 2019 who were due to arrive within community policing teams in April 2020. On 29 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.

The Force have been allocated 49 extra officers by March 2021. Further to this investment, the PCC increased the precept this year which has resulted in the recruitment of 16 additional officers. These have been allocated to a newly formed team designed to address proactive neighbourhood policing. High level assumptions continue to be made on financial and workforce plans for beyond March 2021, which suggest a total number of 147 extra officers by March 2023. In order to achieve the uplift numbers, in addition to maintaining the numbers

required due to officers leaving the organisation, the Force 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.

Overall, there has been a significant amount of change for the Uplift programme due to COVID-19. It has been a clear priority from the College and the Government to continue with this programme of which I am pleased to see that we continue to meet the planned intake volumes and expect to meet the Uplift numbers required. Ensuring the new resources are deployed to the operational areas with the greatest need is a critical focus of mine. I will therefore be working with the PCC to provide operational advice on how best these resources can be deployed to meet current demand.

Reviewing collaborations – Some existing collaborations are working well and are delivering excellent capabilities. However, in line with the spotlight report “The Hard Yards – Police-to-police Collaboration” published by HMICFRS this year, an internal review is to be completed in the next year that will assess the current landscape and inform the strategic direction of our future collaborations, this will coincide with the election of a new PCC in May 2021.

Understanding ‘Shunt’ demand – Non-crime demand is rising too. Many of our key partners are facing profound challenges in how they sustain the services they offer to the public. These challenges affect us; firstly in terms of the well-documented issues created by their lack of capacity to address nascent problems (youth services, education and schooling, social support, compounded family challenges); secondly in terms of direct response and the increasing need for us to ‘step-in’ as a service of ‘first resort’ rather than last, in areas that would previously have been dealt with by others, at least in part.

The review I commissioned to understand the impact that partnership cuts are having on policing demand is ongoing and will focus on specific themes such as hospital demand, absconders from care homes, concern for safety and out of Force requests. The PCC have also invested in this area by recruiting three Commissioning Managers who will work with partners to commission services that aim to address root causes and enhance the service provided to the public.

Delays in the Criminal Justice system have increased in light of COVID-19 and undoubtedly will have an effect on the service provided to the victim and the effectiveness of our rehabilitation services. I will therefore continue to put a greater focus on this alongside the PCC as the chair of Wiltshire Criminal Justice Board (WCJB).

Preparing for the future through Workforce planning – We have made positive progress on understanding the skills of our workforce and how best we get a balanced provision throughout the organisation. There is still more to be done on fully utilising those additional skills which our workforce possess, and getting more effective at projecting, establishing and implementing future skill levels to meet future demand. Understanding what the future demands on our organisation will be of course difficult in a rapidly evolving world. However, we are increasingly using horizon scanning across our areas of business to understand possible futures, manage anticipated risks and make effective decisions today. In doing so,

we will be better placed to prepare, and we will incorporate this even further into our business cycle over the coming year.

Ensuring our leadership is suitably structured to meet demand – The Force decided to flatten the hierarchy through the removal of Chief Inspector posts in December 2013. Whilst initially successful, since that time the demand placed upon policing has continued to grow, such that the operating landscape looks very different to now. In 2019, a Hierarchy review was conducted which highlighted that Wiltshire Police is significantly out of kilter with the rest of the country, having also removed Chief Superintendents, the Force has a lower number of Inspectors pro-rata than most forces in the country. All other forces that removed the rank have since reversed their decision and re-introduced them. Coupled with concerns raised in the review relating to the welfare of both Superintendents and Inspectors, I have concluded that my operational advice to the PCC will be to re-introduce a small number of Chief Inspectors to provide a resilient level of leadership to deliver his plan, meet current and projected demand and ensure the wellbeing of our leadership population.

Maintaining our ability to respond efficiently and become an outstanding neighbourhood policing service – We have addressed HMICFRS Areas for improvement and the objective set by the PCC in his Police and Crime Plan within our restructured CPT model that has enabled a renewed focus on neighbourhood policing as well as efficient response service. Investment in problem solving training and in the development of Qlik Sense, our data insight tool, has helped to put key information and insight in the hands of officers and staff. As a result, they are able to use this content to inform their problem solving and evidence based policing practice to resolve issues early and prevent them from reoccurring. Continued development of the CPT model to broaden our early intervention capability will be key to tackle continued increases in exploitation of the vulnerable.

Dedicated training days for frontline staff continue to form a cornerstone of our model and we are starting to harness the innovative thinking of our staff and piloting and evaluating new innovations and solutions under the direction of our Innovation, Learning and Problem-Solving Board. Initiatives such as Virtual Attendance have already been progressed to continually improve our service offering.

We do have a young in-service front line and I am aware that we will be losing a lot of experience in the next three years. This is affecting the standards of investigations and area we will continue to address in the coming year.

Addressing HMICFRS Areas for Improvement (AFIs) for Serious and Organised Crime (SOC) – The nature and scale of Serious Organised Crime continues to change and increasingly so in response to the pandemic. We have addressed HMICFRS AFIs, that were highlighted in PEEL inspection 2018 through investing in training, specialist capabilities and proactive resources to ensure we continue to provide a dynamic, intelligence led enforcement capability. However, the scale of the challenge is significant and growth in cybercrime, exploitative drug networks and other forms of organised crime mean we will continue to have to find ways to invest in both prevention and enforcement in order to reduce the harm caused by SOC in our communities.

Enhancing our wellbeing commitment and striving to become an excellent employer –

Wellbeing continues to be at the forefront of our agenda, and I am pleased to see that we have harnessed and utilised critical field-based feedback from our workforce to produce what they need to manage their own wellbeing and that of their colleagues. Some notable highlights include:

- Development of a comprehensive Wellbeing Portal.
- Development of a specific COVID-19 Managers Toolkit.
- Well Aware newsletter series.
- Wellbeing workshops that can be used as part of departmental CPD days (nutrition, sleep, stress and resilience).

Becoming a data driven organisation – Is key to all change that is driven locally, regionally and nationally. This means prioritising data literacy and datasets to help change the cultural tide on capturing/ recording and forecasting demand. Committing to measuring the benefits to change from the offset and not retrospectively when it is too late. We have heavily invested in Qlik Sense to create cutting edge live time information, drive self-service and create capacity for our analytical functions and we will continue to prioritise this approach moving forward.

The arrival of a new PCC – PCC elections were rescheduled, further to the COVID 19 pandemic, for early 2021. Further to the election of a new PCC the Force will need to work with the newly elected PCC to develop our approach and configuration to deliver their plan.

Impact of BREXIT on policing – Will likely have significant effects on how we share information through databases by not being a member of Europol. Currently, information and data is shared in an unhindered and uninterrupted way which enables us to deal with terrorism, serious crime, organised crime, drug dealing, and people smuggling in an effective way. By not being part of the EU, the use of databases such as SIS-2 database of convictions and wanted suspects, and the European arrest warrant could be switched off overnight and potentially create greater risks to the safety of our communities. This loss of powers would mean that the Force would be unable to detain foreign suspects even if they were spotted in Britain, and even if Interpol had issued an international notice for their arrest.

COVID-19 – Has had significant impacts on how we operate, for example most enabling functions now work entirely from home and will continue to do so until January 2021. The estate buildings have reduced by 70 per cent capacity to ensure they are COVID-Secure. We have had to separate our CCC in two locations to ensure staff are kept safe and secure. However, this has had a negative impact on our ability to answer the phones in a timely way due to the difficulties presented through supervision across two sites.

We have regularly engaged with our workforce and found that during the first lockdown 64 per cent of our staff felt their welfare was looked after and 60 per cent thought the effect on team morale had either remained the same or improved. The majority of our enabling services staff now working remotely have realised many benefits, such as the reduction in commuting time, a better work life balance and more flexibility. However, there are findings from our staff survey that do concern me, and these relate the impact working remotely is having on mental health for some of our staff. This is any area we will continue to focus on and do our best to keep people feeling supported and connected. To help achieve that, a set of working principles were produced that aim to help the workforce maintain a healthy work life balance and remain productive.

For information on our Restart Programme which has been created to adapt to COVID-19 please click here: [HMICFRS Briefing](#)

From a crime perspective, the longer-term impacts of lockdowns are unknown however, trends are starting to emerge with criminals exploiting the greater use of technology which will be linked to greater violence and exploitation as highlighted in our FSA. The true extent to hidden harms such as domestic and child abuse are unknown and have been affected by partners having to work differently. This is something we will continue to prioritise in our restart programme.

Thank you for taking the time to read our Force Management Statement. I hope you appreciate the variety and complexity of challenges we face in policing Wiltshire and Swindon. I am immensely proud to serve as the Chief Constable and look forward to developing this organisation to be an outstanding Force, trusted by our communities.

Declaration: This is the Force Management Statement for Wiltshire Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

A handwritten signature in black ink, appearing to be 'Kier Pritchard', with a long horizontal stroke extending to the right.

Kier Pritchard
Chief Constable

Chief's Summary Statement: Key findings

This is the third Force Management Statement (FMS) produced by Wiltshire Police. It focuses on the current and predicted demand facing Wiltshire Police over the next four years, the performance and effectiveness of the Force and our capacity and capability to address the demand we face. It also identifies the actions we need to take to reduce demand or to deal with it more effectively, as well as the demand we do not expect to be able to meet, despite the changes we will be making. A summary of the key findings for each section are summarised below. Where relevant an update has been provided on the impact of COVID-19.

Section 1: Finance

- 1) The PCC updates his Medium-Term Financial Plan (including the Chief Constable allocation) (MTFP) each year. This strategic document identifies the estimated funds available over the next four years and then considers the expenditure required to deliver the services. The MTFP shows where funds are used in both an objective and subjective manner ensuring there is transparency in where officers and staff are used to provide services to the public.
- 2) The MTFP sets the environment surrounding finances, identifying the consequences on savings and investment over the next few years based on various funding scenarios.
- 3) The MTFP is frequently discussed at the weekly Executive Leadership Team (ELT) meeting to ensure ongoing oversight of the Force fiscal operating environment.
- 4) The current MTFP (updated March 2020), shows a need to save £1.7m in 2021-22. This was on the basis that central funding and council tax would rise by two per cent. It was also dependent on a 1.5 per cent council tax base increase and a small surplus on the collection fund. As a consequence of COVID-19, house building and the demand for new houses has fallen, there is also likely to be a shortfall on the collection fund. Whilst information on central funding is unlikely to be available until the winter it is prudent to plan on an increased savings requirement. Initial forecasts suggested this could be in the region of £3m. This is constantly being reviewed, with opportunities to use funds in a smarter way and provide services at a lower cost always in the Executives' mind.
- 5) The HMICFRS Value for Money profiles are used as signposts to identify opportunities for further investigation. The financial strategy has been successful in delivering over £20m of savings since 2010-11 to finance 34.5 per cent of real-term cuts. It also recognised that in certain circumstances such as shared services (with the OPCC) it may not give a true comparative lens and should be considered alongside wider information to ensure effective decision making.
- 6) For the year end 31 March 2019 our External Auditors, Grant Thornton, stated that surrounding 'Overall Value for Money' that they were satisfied that in all significant respects both the PCC and the Chief Constable each put in place appropriate arrangements to secure economy, efficiency and effectiveness in their use of resources.
- 7) In 2020-21, the opportunity to invest in policing has been taken. Including the 49 Uplift Grant funded officers, the number of police officers in the budget has risen by 75 to 1,050. The majority of the growth has been focused on the Community Policing Team with growth in the neighbourhood and proactive policing elements of the teams. Whilst growth has been available, opportunities to save money have been taken allowing further investment into critical areas.
- 8) In January 2020, the PCC held a public consultation which involved the launch of a short video, live social media Q&A sessions, an online survey, a Twitter poll, media releases

and emails to MPs and councillors. This consultation received 2,542 responses, 9.6 per cent more than last year. 72 per cent of the respondents agreed that a £1 per month increase was appropriate, this good engagement helped inform the 2020-21 decision to increase the Precept by £10 to £216.27. Wiltshire funding remains below the average, this is a challenge considering the rural nature of the area which needs to be policed.

- 9) Investment in policing infrastructure remains essential in the drive to be efficient and effective. The Digital Strategy and Estates Strategy are significant documents that drive our approach. The implications of both are included within the Capital Plan and Capital Financing Strategy. £5.8m of ICT investment is planned in 2020-21 with significant spend expected on the National Enabling Programme (NEP) infrastructure and the new Enterprise Resource Planning (ERP) system. Both these products are expected to deliver higher productivity and better services to our public. The benefits realisation work will need to track progress and consider how they can help close the forecast funding gap.
- 10) The new Capital Financing Strategy links the need to invest with the Police and Crime Plan. Borrowing has been introduced in 2019-20. The expectation is that borrowing will be utilised for assets where the benefit occurs over a number of years. With capital reserves reducing, there is now a sustainable plan in place which links revenue and capital together.
- 11) Within the MTFP is the Reserves Strategy. The format of this is compliant with Home Office guidelines. The year-end outturn shows the following position with reserves reducing;

HO Heading	Actual March 20	Forecast March 21	Forecast March 22	Forecast March 23
General Contingency	£5.608m	£5.431m	£5.254m	£5.097m
Projects and Programmes	£6.639m	£1.874m	£0.394m	£0.284m
Total	£12.247m	£7.305m	£5.648m	£5.381m

- 12) The largest reserve is the Capital Development Reserve, this is planned to reduce from £8.111m at March 2020 to £1.861m by March 2021. Once the capital expenditure has gone, the total reserves will significantly fall.
- 13) The MTFP (including the Reserves Strategy) is the base for setting annual budgets. Detailed budgets are allocated per budget holder. Included within the annual Budget Book (guidance on how expenditure should occur), budget holders are provided with the necessary information to ensure that finances are used to deliver services in an efficient and effective manner.

Post COVID-19

- 14) COVID-19 has introduced further uncertainty into financial planning. With the Comprehensive Spending Review now a one-year settlement no certainty exists on grant settlements. The impact COVID-19 has had on individuals and their ability to pay council tax has been severe. It looks like council tax bases will reduce in all areas of the country. This could mean a real reduction in cash receipts from the precept depending on the freedoms given to PCCs to raise the B and D rate; again, no indication of how much flexibility PCCs will have exists. Considering the pay settlement of 2.5 per cent and areas of investment identified in the FMS there is significant pressure on the cost base. Initial

planning has identified that the savings target could range from £1m to £4m. This wide variance makes it difficult to plan and means that various options are being considered and that the PCC's risk appetite will play a significant role when planning for 2021-22 and beyond.

Section 2: Wellbeing

- 15) In 2019, the Force's overall approach to wellbeing shifted towards a stronger focus on aligning with the Oscar Kilo Blue Light Wellbeing Framework (BLWF).
- 16) Since April 2020, the Force has completed the first full self-assessment against this framework which will provide the foundation for our wellbeing related work over the next 12 months.
- 17) The Force will be carrying out a further self-assessment in quarter one of 2021, followed by an Oscar Kilo Peer Assessment in quarter four of 2021. The Force also recruited a full-time Wellbeing Manager to help drive the delivery and create outputs that make a difference.
- 18) Overall sickness increased by 17.6 per cent between 2018 and 2019. The Force has seen an increase in certain ailments when comparing 2018 figures to 2019. The top two increases in 2019 were psychological disorders and miscellaneous, 35 per cent and 25 per cent respectively. Miscellaneous absences included operations and long-term illnesses, for example cancer. Throughout 2019, police officer sickness had shown a 20.4 per cent increase.
- 19) A sickness monitoring cell was introduced to identify individuals to ensure the correct support and procedure was being followed i.e. referrals.
- 20) The 'Personal Resilience' section of the BLWF survey was the lowest scoring section, with an average of only 20.15 per cent of respondents answering 'Agree' when presented with the various wellbeing standards we should be meeting within that section, which relate to resilience, nutrition, sleep and physical activity. The ailments that directly link to a neglect in those areas of wellbeing are some of our biggest contributors to sickness days lost (psychological and digestive disorders and musculoskeletal problems).
- 21) The monthly average of assaults and injuries in 2019 increased by 30 per cent compared to 2018. In 2019, 46.2 per cent of the incidents involved a 'near miss', with the next biggest contributor being accidents at 28 per cent.
- 22) The College of Policing and the National Police Wellbeing Service survey, published in June 2020, helped the Force reaffirm that sleep and fatigue are two issues that affect a significant percentage of the policing workforce. The Organisational Fatigue Task and Finish Group is exploring the recording of overtime, to ensure that all overtime worked is accurately recorded on GRS to assist with analysis and to help better identify and flag excessive overtime earlier.
- 23) The police officer occupational job types identified as generally having the lowest levels of wellbeing comparatively were Safeguarding and CID / Local Investigations. These two occupational job types reported lower levels of emotional energy and higher levels of anxiety symptoms in comparison with the other occupational job types.
- 24) The police staff occupational job types identified as generally having the lowest levels of wellbeing were Custody, Contact Management and any job types associated with Response/Incident Management.

- 25) In January 2020, the 'Wellness Portal' on FirstPoint was re-designed with carefully selected self-help content added. This content has been significantly updated and added to during the COVID-19 pandemic.
- 26) In addition to the revised Wellness Portal, a calendar of wellbeing activities was created in late 2019, all of which were tailored to target gaps within the BLWF, however this has had to be reviewed due to COVID-19.

Post COVID-19

- 27) Short-term sickness levels have remained consistently manageable throughout the COVID-19 pandemic and the Force has seen a decrease in the number of long-term sickness cases.
- 28) Business Intelligence are currently exploring why long-term sickness may have improved and several hypotheses have been put forward e.g. people feeling more comfortable working from their home environment, with no commute.
- 29) The Force anticipate that there may be a 'latent effect' from COVID-19, whereby psychological disorders may manifest weeks and months after traumatic events. This is based on an ever-growing body of research indicating the significant and negative effect that COVID-19 has and will have on mental health.
- 30) Delivery of wellness initiatives, such as a nutrition workshop, has moved online. They have been positively received enabling a greater reach of staff and proving more cost effective. The Force intends to replicate this with the topics of personal resilience and sleep too.
- 31) In April 2020, the Force started to publish a regular newsletter, which we called 'Well Aware'. The purpose of this was to condense all the relevant wellbeing information.
- 32) In April 2020, a Wellness Cell was created. A 'wellbeing intelligence scanning' process was created to provide a summary of the current wellness concerns across the Force for review by the cell.
- 33) Nationally, it is anticipated that we will see an increase in mental health problems as a result of COVID-19. With working from home set to continue through to at least March 2020, social isolation may be one of the causes of a decline in mental health.
- 34) The Force anticipates that we may see an increase in musculoskeletal referrals through to OHU and musculoskeletal sickness as more staff work from home.
- 35) Wiltshire Police and the OPCC conducted a survey to understand the impact on wellness due to the COVID-19 pandemic. This was conducted in July 2020, with 46 questions and an exploration of wellbeing, leadership, engagement, learning and the future workplace. Over 50 per cent of the organisation responded which provided a good baseline to consider and develop on the findings.

Section 3: Responding to the Public and Incident Response

- 36) The volume of calls received in Force remain relatively stable, however the ratio of 999 to 101 calls has changed. The Force is experiencing an increase in 999 calls and a decline in the use of 101.
- 37) Consequently, the Force are now dealing with a higher proportion of emergency incidents than compared to three years ago, with officers being exposed to a greater level of threat, harm and risk than before.

- 38) Although 999 calls have increased, this has not manifested itself in a performance dip yet, because the Force continues to respond to emergency and non-emergency incidents efficiently and swiftly, maintaining consistent response times of 13 and 30 minutes for emergency and non-emergency incidents, respectively. The ability to continue to respond effectively will have been aided by the decrease in 101 calls received and better triaging of true demand from the initial point of contact.
- 39) Based upon the last three financial years of incident demand and PESTELOM research conducted, we do not forecast that the volume of incidents or our ability to respond to it will change over the next 12 months.
- 40) There is however, one exception, the Salisbury Tunnel. The build details of the project are yet unknown, and disruption to key arterial routes will undoubtedly affect the Force in some way. Most noticeably responding to incidents or policing public order due to potential protesting.
- 41) Changes were made to the Interactive Voice Response (IVR) on 11 December 2019 in order to route calls more effectively to the appropriate recipients. As a direct consequence, our Central Call Handling unit has seen a significant reduction of 200 to 300 101 calls a day.
- 42) Despite the increase in threat, harm and risk demand the department face, they are managing the calls and contacts for service well, regularly answering 999 and 101 calls within 10 and 30 seconds, respectively.
- 43) The number of calls to our crime recording bureau (CRIB) have remained stable. This demonstrates two key points; that callers are connecting directly to the departments offered by IVR, and secondly are correctly connecting to CRIB to report crimes and incidents, the risk was that CRIB could have been flooded with calls that CCH previously triaged. The benefit of this direct connection to CRIB is that the customer / victim only needs to tell their story once, thereby improving satisfaction.
- 44) To ensure customer care and provide assurance amidst these growing pressures, Quality Assessors were introduced in January 2020. This new role has been created to ensure the needs and expectations of the public are met by call handling staff.
- 45) The introduction of SIREN has provided frontline staff with a frequent list of contacts. This in turn has reduced internal demand to our call handlers, freeing them up to focus more on members of the public.
- 46) Opportunities in diverting demand more directly through SOH will come in to play in 2021 and hopefully will increase areas types of demand that historically are underreported.
- 47) Demand coming through the online platforms remains stable and no cause for concern. A new demand profile has been created for the Front Counter services using Qlik Sense and will be utilised to inform the Estates Strategy.
- 48) A dedicated crime desk is being piloted to help enhance the quality of recording and level of service provided to the public at the initial point of contact.
- 49) The Early Resolution Unit came into existence in November 2019. The overarching strategic aim of the Early Resolution Unit is to both reduce and divert demand, thereby increasing operational capacity and enabling our Community Policing Teams to function as effectively and efficiently as possible. The ERU staff, adjusted duties and recuperative duties police officers, will carry out desktop investigations for certain crimes where CRIB have identified further investigative leads.
- 50) Benefits analysis indicates that a sufficiently staffed ERU could, alongside improvements in initial call investigations (tier 1), reduce demand to CPT by over 40 per cent (figure corroborated by analysts sampling large amounts of crime data and assessing

investigative pathways). ERU benefits are mapped and assessed weekly and as of 31 March 2020 sit at 42.3 per cent demand reduction

- 51) Programmes to improve this area of business have regularly changed in leadership over the past three years and consequently aims, objectives and progress have changed regularly and not been realised. This has created uncertainty within the department and delayed progress being made on the large-scale ICT upgrades required.
- 52) There are significant risks surrounding the Force using call platforms that are not supported by the manufacturer and will not be ESN ready as result of not having a suitable solution provided by the identified supplier.
- 53) This area is required to save 254k and plans to do so through revisiting the demand profile and recruitment freezes. Despite savings needed, potential solutions to handle demand more efficiently, may require growth in the incident handling or further investment in technology.

Post COVID-19

- 54) During March the CCC invoked its business continuity processes and split over two locations;
Devizes and Swindon.
- 55) Splitting the Command and Control function brought risks around the flow of information however the greatest risk centred on both the capacity of staff and IST.
- 56) Following the initial surge in demand throughout March 2020, CCH demand has remained relatively stable during the pandemic.
- 57) Following the split of the CCC the level of abandoned calls has risen significantly. Abandonment rates on CRIB has risen from less than 5 per cent to around 15 per cent. The main cause of this increase is due to the lack of supervisory staff to sufficiently cover both locations.
- 58) During COVID-19 the CCC has continued to manage the Command and Control elements effectively. However, the split way of working but does present challenges where the FIM is in one physical location and the command of the critical incident is initially being managed by the other room.
- 59) Due to the 2m distancing rule the CCC has had to use a different telephony system for 101 and CRIB. This system (Mitel) is not connected to the voice recording system (Redbox) which means the Force is unable to secure evidence of 101 / CRIB calls. Whilst these are non-emergency calls, they are often required as evidence for court or for IOPC enquiries, this risk is not able to be mitigated and recorded on the Corporate Risk Register.
- 60) On 30 March 2020 an online form was introduced onto the Force website allowing members of the public to report breaches or concerns relating to COVID-19, this created a significant demand for the CCC throughout the summer period.
- 61) Wiltshire's Enquiry Offices closed between 26/03/20 – 15/07/20 when three Enquiry Offices, Trowbridge, Bourne Hill & Gablecross reopened following the required Covid Secure adjustments being adopted.
- 62) During the closure of the enquiry offices 3,355 calls were made to the CCC from members of the public utilising the 'yellow phones' located outside each enquiry offices.
- 63) Footfall has increased steadily since reopening however one noticeable difference is the smaller footfall for 'reception' functions such as visitors for meetings due to the wider Force remaining out of the workplace.

Section 4: Prevention and Deterrence (Neighbourhood policing)

- 64) Wiltshire Police recognised that the configuration of its neighbourhood and response model was not optimal and that adopting a purely systems thinking approach was not working. Both internal and external evaluation reports concluded that our CPT officers and staff were primarily 'answering STORM and Niche' demand rather than focusing on prevention and neighbourhood policing. This was compounded further by the absence of a triage unit within our contact centre which meant that frontline officers and staff received 93 per cent (baseline assessed in July 2019) of the crime and incident reports (either through Niche occurrence taskings, or incident dispatch); this resulted in an unsustainable level of demand.
- 65) Because of that, a business case for change was signed off and a phased implementation started in December 2019. This is called the CPT Improvement Programme.
 - a) As part of that improvement programme four new shift patterns have been introduced and 10 CPD days a year, with 50 per cent of those protected.
 - b) Four Investigative Standards Officers (Sergeants) have been recruited whose focus is to identify performance themes amongst investigations and improve how our organisation respond to and resolve crime.
 - c) In November 2019 and February 2020, problem solving training was delivered to 30 individuals who are now Problem Solving 'Champions'. To date (August 2020) 33 POP plans have been created throughout the Force. Examples include 'Bike Theft', 'ASB McDonalds', 'Vehicle ASB', 'Street Drinkers', 'Regular Misper'.
- 66) Current low levels of deployable officers and an unbalance set of vacancies between Swindon and County means the optimal model will take some time to resource correctly and may cause implementation to be paused and the realisation of benefits to be delayed. NB: this will be the case with any operating model.
- 67) The Force has a very young in-service CPT workforce and retaining experience is difficult and usually transferred to other departments in Force. This is an area the Force will look to develop a plan for.
- 68) The CPT improvement plan was reviewed by Surrey Police in a peer review and the Force was found to have made significant progress in improving the CPT model.
- 69) In terms of demand, the volume of repeat offenders has continually decreased over the past 12 months which coincides with the improvement programmes put in place for CPT. The reduction is forecasted to continue with the Force managing roughly 300 repeat offenders per month, in a year's time.
- 70) On the contrary, the number of repeat victims has seen a growth over the past 12 months and is forecasted to increase to 250 repeat victims per month in a year's time.
- 71) Knife crime has increased by 19 per cent over the past year, with young people continuing to be the key cohorts of concern for both possession and use. Swindon is identified as a significant market for county lines networks and as such local children are expected to remain vulnerable to exploitation.
- 72) Serious Crime Executive has been set up that spans across both unitary authorities. This is an extension of a 'Public Health Approach' to violent crime, and it is focussing on knife related offending to test the approach.
- 73) Rural crime has significantly increased in the last two years and is forecasted to continue increasing with between 75 and 90 crimes being reported per month in the next year. Consequently, a business case has recently been agreed by ELT for two officers to be moved from CPT into the rural crime team to be able to proactively tackle this growth.

- 74) Public confidence in Wiltshire Police continues to grow. Positive feedback from our neighbourhood resources regarding the increased effectiveness and confidence of the model as well as from the community has been received and this is reinforced by our public survey results which show consistently for the past 12 months, 70 to 80 per cent of victims being happy with the whole experience they have received from the Force.
- 75) To help continue developing the Forces approach to neighbourhood policing, the PCC has;
- a) Commissioned independent training to support the Force with trauma informed approaches. This is in line with the FACT programme to ensure continuity of language and approach when working with vulnerably people in society. It is anticipated that this training will be complete by March 2021, with 20 champions trained and rolled out across CPT areas.
 - b) Supported both Community Safety Partnerships to develop an outcomes framework that will measure multi-agency demand. The framework will support understanding of successes of interventions whilst also assisting with monitoring impact. It is anticipated that all agencies will come together to develop the framework in order to understand what is and isn't working.

Post COVID-19

- 76) By 2023, Wiltshire Police will have one of the youngest (age and service) operational workforces in the country. This presents a challenge to ensure there is sufficient and experienced leadership in place to guide, mentor and develop the CPT workforce, this is particularly relevant in the smaller outlying stations and was highlighted in the 2019 Hierarchy Review. In order to be able to meet the expected leadership demands for the future, the CPT Improvement Programme will be submitting a business case for a leadership redesign within the two CPT Hubs. This will give capacity and capability to meet future demand by ensuring the recommendations from CoP and HMICFRS regarding preventative policing, neighbourhood policing principles and demand reduction will be able to be implemented and delivered consistently. With that in mind, a business case was written which lays out three possible options to help address this;
- a) Option 1 involves a reduction in two Superintendents posts and the growth of three Chief Inspector and two Inspector posts. Option 1 would require a funding growth of £189,785, offset by a reduction in overtime of up to £48,000 p.a. reducing this growth to £141,000)
 - b) Option 2 involves a reduction in two Superintendents posts, and the growth of three Chief Inspector and three Inspector posts. Option 2 would require a funding growth of £269,597
 - c) Option 3 involves a reduction in two Superintendents posts, and the growth of three Chief Inspector posts. Option 3 would require a funding growth of £30,161.

This business case will be reviewed by the Force ELT and the Chief Constable will advise the PCC on what is believed to be required to address this leadership gap and cost implications.

Section 5 Investigations: Counter Terrorism

- 77) Counter Terrorism Policing in Wiltshire consists of a joint venture between Counter Terrorism Policing South West (CTPSW) and Wiltshire Police and is constructed around the CONTEST Strategy strands of Prevent, Protect, Pursue and Prepare.

- 78) The ability to understand our current demand has improved in the last 12 months with nationally networked databases allowing easier and more comprehensive research to take place. These databases are primarily for our intelligence units, Prevent and CT Border Policing.
- 79) In addition to countering the threat from international terrorism, which still accounts for a very large proportion of the investigations, the rise of Right-Wing Terrorism (RWT) is predicted to continue and will provide additional demand on the team. This is in addition to continuing LaSIT.
- 80) There continues to be a shift away from the monitoring of large terrorist cells towards those individuals acting alone, having been radicalised or self-radicalised, most likely online.
- 81) In terms of training, the Prevent leads and a number of identified practitioners will be provided with inputs by CTPSW over the coming months in order to upskill them in their knowledge of Prevent and how to identify and refer vulnerable people.
- 82) Fifty-three referrals for potentially vulnerable people were referred into the police between April 2019 and March 2020, a 47 per cent increase on the previous financial year 2018/19 where referrals amounted to 36. Out of those 53 referrals, seven were fed into Channel Panels, a 75 per cent increase on the previous year where Channel Panel referrals sat at four.
- 83) The Prepare and Protect Role is a single point of failure for the Force and the Force is considering not only the longer-term succession planning but short-term and medium-term support to Prepare and Protect responsibilities.
- 84) The future threat from terrorism is unlikely to reduce and the emerging threats from XRW and XLW add to the complex international threat. The impact on the Prepare and Protect lead will only increase and the unknown impacts from D20 End of Transition EU Exit, COVID-19 and known impacts of the A303 Stonehenge Tunnel project remain a focus in terms of demand.
- 85) The CT Policing Network now rarely refers to a spike of activity after terrorist attack and talks about sustained high demand levels. In terms of predicting demand, parts of the network are starting to invest in predictive analytics and are beginning to monitor and search for clues which can provide notice of new challenges.
- 86) The Regional ACC is amending our SW CONTEST structure, and this should ensure that there is more Force focus upon relevant and contemporary issues which should help ensure resources are effectively focussed on CT issues. Within this better use of the Counter Terrorism Local Profile will be made. (CTLP)
- 87) There are several national projects ongoing to identify strategic efficiencies across the entire CT network, and these will report in due course. It is suggested that any efficiencies identified will be reinvested into emerging and, at this time, under resourced, areas of CT work, so CT resources will be retained but possibly redirected.
- 88) There is concern that, on occasion, recruitment and vetting into the CT network can be a slow process, and, when forces need to balance their own competing demands and risks, release dates to CT posts can be delayed.

Post COVID-19

- 89) There has been a marked downturn in demand in terms of referrals since April of 2020 with only 14 referrals for gateway assessments and of those gateway assessments, only two proceeded to Channel Panel.

- 90) In comparison to the previous year, where there was an average of 4.4 initial referrals for gateway assessment per month, April 2020 to September 2020 has only seen an average of 2.3 initial referrals per month. There are concerns regarding the isolation that COVID-19 and associated measures has resulted in, as isolation is a key risk factor when considering the risk of radicalisation and self-radicalisation.
- 91) The nature of the regional CT collaboration has been brought into sharper focus during COVID-19, with Wiltshire CTPSW staff taking on demand from Devon and Cornwall and Avon and Somerset, as well as supporting CTPSW investigations being run from the sister CT unit in the South East.
- 92) It is likely this collaborative working will only increase under COVID-19 working conditions, and when the funding stream changes in 2021.
- 93) The predominant issue within the Prevent world is building and maintaining a sufficiently robust network of local experts and practitioners who can train, deliver on and support the aims and objectives of the Prevent Strand. Training is a key factor in this and the delivery of Prevent training has been delayed by COVID-19.
- 94) In April 2020, there was a national change to the ownership of the policing and monitoring of strategic and organised protest. Previously, this area of policing was owned by national CT units, meaning regional and Force CT assets were also required to focus on them. Also, in April 2020, ownership moved from CTPHQ to the National Policing Coordination Centre (NPoCC) and hence away from Wiltshire CTPSW to Wiltshire Force Intelligence Bureau.
- 95) Left Wing and Single-Issue Terrorism area is on the rise nationally, partly in response to the Right-Wing threat, and partly in relation to other issues, such as increasing isolation due to COVID-19.

Section 5 Investigations: Crime Standards

- 96) The crime validation function works well when fully staffed. However, this area of business has been carrying vacancies for long periods of time. It also is an area that takes a while for staff to develop the knowledge required to do the job. Because of that, the Force have seen a decline in crime and incident recording to 80-85 per cent which is below the aspiration of 90 per cent recording compliance.
- 97) Additional staffing from the CCC was acquired in January 2020 to address the vacancy gaps. These are not working full-time within the FCiR Team and are having to fulfil this duty whilst on shift. This will therefore impact on their ability to learn the role quickly. ACC Cooper is overseeing an improvement plan in this area.
- 98) Resources responsible for crime standards compliance (the team responsible for the application of 'crime' outcomes including reclassifications and cancellations) has fluctuated from two thirds to fully staffed throughout the fiscal year. This is a transient area of the business that often experiences staff changes. As a result, it does create large volumes of crimes that require verification / sign off to build up. For example, when fully staffed, the team can keep the Niche tasks to 1,500 compared to 3,500 to 3,700 Niche tasks when understaffed. The impact of this is that some of the work waiting to be resulted is two and a half to three months old and therefore learning opportunities are lost and the risk surrounding organisational reputation will increase.
- 99) The way that Out of Court Disposals (OoCDs) relating to young people are reviewed and managed by the OoCD Team has changed and consequently increased the demand on

them due to greater partnership working. This demand increase is manageable and not a cause for concern.

- 100) However, whilst the current structure of the OoCD Team has the potential to absorb an increase in work of 22 per cent, it would not be able to facilitate the level of significant increase anticipated by the Adult Two Tier Framework. Therefore, ensuring that the 'model' chosen for the implementation of this significant change is fit for purpose is vital.

Post COVID-19

- 101) Crime and OoCD demand decreased in line with the government's announcement of a national lockdown. These then returned to normal levels as of June 2020 once the government restrictions were relaxed. During that time, staffing levels increased and the reduction of workload meant the department were able to catch up and reduce workloads considerably.
- 102) A proposal paper was submitted to the Change Board in August 2020 by an OPCC Commissioning Manager outlining the options for the implementation of the National Adult Two Tier Framework along with the requirements for commissioning diversionary services. The proposal was accepted by the board and work has now commenced on the business case.

Section 5 Investigations: Criminal Justice

- 103) Requests for service into this department (first / full files received), has remained stable. However, the number of new processes that need to be undertaken per request, in relation to pre-charge advice, digital remand applications and scrutiny of disclosure for first hearings has increased significantly. This, coupled with no increase in staff numbers, has meant that the department's ability to meet demand has decreased.
- 104) Since the change in the Bail Act, the department has seen a noticeable shift in the type of cases they deal with, moving away from charging and more towards postal requisitions,
- 105) This has had a significant impact on the ability to maintain the speed in which the team submit files to the CPS and Courts. In most instances a postal requisite case can take four times longer to process than a charge case
- 106) Furthermore, the increase in officer numbers following Operation Uplift, which is as a result of the government's commitment to invest in up to 20k more police officers, has resulted in more training and advice inputs from the CJ department which continues to impact on their ability to deal with business as usual.
- 107) A managerial review has taken place relating to the requirements of Wiltshire's CJU. Growth is not envisaged in posts of CJIs due to a potential reduction in workloads through disclosure responsibilities moving to OICs and the uplift of the DCF. These changes are some way off, however there is a requirement for growth in line with other Forces in the courts team and most certainly in the asset world. There is also a requirement for three traffic related posts in order cope with the ongoing daily demand of collisions both injury and non-injury and other related traffic workstreams. Currently, each member of staff in the traffic department is allocated in the region of two hundred collisions each.
- 108) The introduction of the Common Platform, the automated track case management system and the TWIF, will enable the CPS to electronically return matters to the police rather than the through the current format of email. The DCF which will entail the complete removal of the MG process and the biggest change in the way the police prepare and transmit prosecution files to the CPS and other CJ functionalities will have a huge impact on the

way the Force works. In addition, the potential broadening of the DEMS implementation strategy will add a strain on the Force unless the workforce has a proper training offering (a broadening of officer attachments to each department within CJ will be essential in officer awareness and reducing demand within the CJ rectification process). Despite 'one-day' officer attachments now taking place, it is very apparent that this is insufficient compared to historically a whole-week attachment.

- 109) The volumes of work within the department is increasing with the whole department struggling to cope, with on average staff members dealing with approximately 200 collisions each.
- 110) Demand within this area of our business will grow and staffing will need to increase, in line with that growth. These posts should be funded by income generation in line with official guidance to match that growth. That growth will increase with the increased number of offenders caught. By enforcing and prosecuting a minimum of ten offences a day this would generate £17k through the Police Led Prosecution (PLP) scheme which we manage.
- 111) At present, as a result of current demands and lack of resources, an executive decision was made in 2019 to stop the inputting of dashcam evidence provided by the public. Attempts will be made to review this during 2020 as a result of the adverse public impact on the Force's credibility and performance in this area. This risk is currently being worked on with the re-introduction of the process with a 'business case' scheduled for the Gateway Board for consideration.
- 112) Data collection regarding the amount of property and exhibits held is difficult to predict by the very nature the different types of property seized. For example, one bag from CSI could be shown as one exhibit but contained within that bag 50 non-accounted exhibits.
- 113) Concerns regarding the staffing levels in general that manage this area of the business but also the implications on the Force since the introduction of the new GDPR legislation within the asset world have been identified. A paper has recently gone to ELT in this regard with ten recommendations presented. Unfortunately, the request for extra staff is the recommendation that could not be approved. Currently the CJU capacity to deal with current demand is hindered by the number of vacancies in the department. The CJU is currently running with approximately 18 'vacancies' with a number of these due to long-term sickness and maternity leave. In addition, four experienced members of staff are set to retire in the coming months.
- 114) All areas of CJ are of increasing concern, especially regarding staff wellbeing. Staff welfare is a departmental priority, which is affected by increased sickness, various abstractions, including staff leaving for other opportunities. Significant volumes of work are having an impact in this regard.
- 115) For two years, the Swindon CJ Traffic department has been unable to retain staff for several reasons such as retirements and development opportunities in Force. In addition to sickness abstractions coupled with these gaps, increased volumes of work are having an adverse effect on resilience.
- 116) Assets SPR in Melksham has had no full-time Property Officer in its funded post for two years. This was due to the post holder being absent and consequently unable to temporarily fill this post. The remainder of this team are part-time. Collectively across Assets SPR there have been several staff absent due to sickness and during these periods these posts have not been occupied fully.

Post COVID-19

- 117) Due to the pandemic, the Courts had to close for a couple of months. That coupled with the fact that there is a substantial backlog of cases in the criminal justice system. Estimates are that this backlog will take between 18 to 24 months to resolve.

Section 5 Investigations: Criminal Investigation Department (CID) and CID Vulnerability

- 118) Volume of work processed by CID is not a concern, however carrying vacancies and supporting other gaps in PPD throughout the fiscal year have impacted on the capacity and productivity of the department. These have been included on the Corporate Risk Register with a potential longer-term solution to address this would be to employ a Detective Academy Manager.
- 119) Despite this, outcomes of cases managed by CID have remained stable. There are however some exceptions to that, and they are RASSO, which the Force recognises that low charge and conviction rates need to improve. In addition, further investment in our approach to stalking maybe required to address the absence of a stalking clinic or specific perpetrator programmes. Solutions are being proposed through FIM 2 in a vulnerability hub supported by other agencies. To date, tactical and strategic leads have been identified, monthly scrutiny panels and the creation of stalking champions have embedded.
- 120) Most investigations now include a digital element, and in some cases, there is a significant amount of digital data to secure and examine. This demand placed on investigators is only expected to increase, and there are concerns about the current capacity and capability in this regard. One difficulty which has remained constant is the length of time phone providers take to provide information, the cost of each individual application, the lack of engagement from certain social media providers overseas that fall outside of our jurisdiction and of course, the time it then takes to review this information.
- 121) Disclosure responsibilities are linked to both the prosecution process and digital evidence issues, and the demands on investigators in this regard are ever increasing. A serious crime investigation will bring with it a complex process of complying with the disclosure requirements, which can frequently involve analysis of thousands of pages of documents from various sources. As noted, the impact is that investigations are taking longer to be presented to CPS and for CPS to authorise a charging decision. Whilst at this time schedules for pre-charge are only required for RASSO cases, National File Standards are currently being reviewed and any rewrite of these may be the catalyst for further change in this regard.
- 122) As the complexity increases, it is inevitable this has an impact on the length of investigations as officers become reliant on other departments to progress digital and forensic enquiries for example, as well as increasing the amount of material needed to be analysed and considered for disclosure schedules. This will particularly be the case for the more serious and complex investigations held by officers within CID. The predicted change for the coming year is an increase of 16.2 per cent, from 652 to 758 days.
- 123) DFU continue to experience increasing demand which impacts on length of investigations.
- 124) Volume of outstanding phone examinations with digital forensic units has increased exponentially year-on-year since April 2017. Since April 2017, the average length of time has increased from 586 days to 930. This is going to have a significant impact on cases and the victims within it. That said outcome rates have remained stable at 16 per cent for the last three financial years.

- 125) There are plans in place to increase the number of ACESO trained officers. This is scheduled for Autumn 2020 and should assist in easing the pressures on DFU and reduce delays in obtaining and reviewing third party material.
- 126) ASE is an area that is under reported and the true scale of it is unknown, yet the more proactive operational focus applied to this, the more the reporting / demand increases. For example, the volume of ASE intelligence submissions has increased exponentially since 2016 to 2019. However, in the most recent fiscal year, intelligence submissions relating to ASE significantly dropped and were half the amount when compared to the three previous years. This drop was attributed to a shift in operational focus from September 2019.
- 127) Currently, there are only two dedicated staff focusing on this, but plans are in place to share this focus across a larger exploitation team as part of FIM 2. However, if this is not sanctioned, then intel gaps will occur and risk surrounding MSHT will remain.
- 128) The South West Forensics SLA has increasingly meant no CSI attendance particularly at acquisitive crimes. This will impact on the Force's ability to provide a positive outcome for the victim.
- 129) Nationally, there is a 20 per cent vacancy for detectives and this may lead to competition between forces for this skill set. Incentives vary across the UK.
- 130) Professionalising the ERU and primary investigation to ensure first contact counts, will aim to create a better victim service, and inevitably provide more of a proportionate investigation.
- 131) FIM 2 has been designed to manage many of the issues listed in this section.

Post COVID-19

- 132) The demand dealt with by CID has decreased mainly driven by the lockdown period. That said, there are certain types of crimes that saw a sharp increase in reporting. These were cybercrimes and online VAP. This is demonstrating a shift in offending patterns / behaviours and is likely to continue the longer the virus disrupts the social norm. This change will therefore place a further burden on the DFU as a result more digital devices needing to be examined. Other factors that have impacted the performance and likely to increase demand going forward are:
 - a) An increase in hidden harms due to safeguarding measures being impacted. A rise in delayed reporting of child abuse and DA is predicted to follow.
 - b) Growing economic hardship and unrest - BREXIT, BLM and Extinction Rebellion. This will create a demand on CID. Predicted increases in child abuse offences following lockdown.
 - c) Impact on the criminal justice system with increasing delays to trials.
 - d) If the current economic uncertainty leads to further cuts to public and third sector support agencies alongside the police this could again be threatened and would impact significantly the work with on-street sex workers.
 - e) Cuts to councils' impact on partnership working, delays to obtaining third party material, drug, alcohol and MH services.

Section 5 Investigations: Custody

- 133) Wiltshire Custody is ranked fifth least expensive out of eight most similar forces on the most recent Value for Money Survey. Demand from arrests has remained stable, although is increasing in line with national trends. Present workloads are considered manageable.

- 134) Due to a model change, Liaison and Diversion Service (LADS) referrals increased by 21.4 per cent in just over half a year. Demand due to bail has increased by 47 per cent as a result of Summer CPS Charging rules.
- 135) Refreshed bail legislation training inputs and a performance structure has been put in place to monitor progress and compliance of Release Under Investigation (RUI) which has experienced a backlog of investigations. A custody resource will be required to undertake the effective monitoring and tracking of Bail / RUI as an ancillary task. Updated bail legislation is due to be released that will entail changes to Custody processes, procedures and training and which is anticipated to increase demand on custody staff to undertake bail decisions.
- 136) The process for the monitoring and management of Voluntary Attendance (VA) including obtaining biometrics data is being developed and this demand is due to be absorbed by custody staff. This presents a capacity risk which is to be mitigated by using innovative and efficient working practices, some of which have already been introduced. Only Detention Officers who do not have capacity, are currently trained to obtain biometrics data. Resourcing solutions are needed to capture biometric data from voluntary attendees that was not captured in the past, and who are still within the legislative two year 'window'. This will require potential investment of £30k.
- 137) The identification of vulnerable people in custody is well below expected levels (22 per cent) and work is progressing with partner agencies, through effective practice sharing with other forces and through training, to improve this position and ensure vulnerable people have the support they need. It is anticipated that this will increase the demand on custody staff to manage people with complex medical and / or mental health needs.
- 138) Custody will struggle to pick up the burden of ensuring safe transit and manage risk for people leaving custody if the Prisoner Transport Team (PTT) is removed following an ongoing review. An increase in the Force proactive capability and potential for increased protests in the county (e.g. Stonehenge bypass) are anticipated to increase the custody footfall and VA.
- 139) Limited staffing numbers in Custody and high absences rates of Inspecting officers and support Sergeants places pressure on staff at all ranks. Length of training and attrition of Detention Officers means that custody has experienced staffing shortfalls and has regularly relied on overtime and backfill from frontline staff to manage demand, although this is improving.
- 140) A Continuous Improvement Review of custody has been commissioned to determine the effectiveness and efficiency of the processes, procedures and staffing structure in Custody. The results include consideration of uplift of four Detention Officers to meet current demand.
- 141) A business case for a refurbishment programme has been submitted and is awaiting approval. This aims to improve the 'tired' estate but will cause necessary disruption through the closure of custody units and benefits would not be expected for approximately 24 months.

Post COVID-19

- 142) During the COVID-19 pandemic, custody demand remained stable however working practice changes presented challenges of both a technological and legal nature, including regular changes to PACE and lack of wi-fi capability limiting the use of virtual meetings. This has placed new and increased demand on Custody staff and costs associated with

housing and returning the prisoner to their home address and increased use of overtime to manage demand for Virtual Remand Hearings (VRHs). A decision has been made for Wiltshire Police to withdraw from the VRH scheme by the end of December in line with the national position.

Section 5 Investigations: Firearms Licensing

- 143) Demand forecasting suggests that the number of license renewals will increase from 190 during 2019 to 340 in 2022 as part of a three-year peak. Increases have also been driven by the growing military population in Wiltshire, and while this demand is currently being effectively managed, it is also expected to increase further over the coming years. The resources in the team at present are enough, but the increased demand will place strain on workloads and compliance. The structure of the team is to be reviewed, including consideration of reintroducing the Senior Enquiry Officer role.
- 144) The depth of licensing checks may increase in the future due to proposals for new statutory requirements for background checks which is undergoing consultation by the Home Office, current resources are not enough to undertake this upturn in demand.
- 145) Firearm Enquiry Officers training is currently outsourced at a cost as there is limited capacity in house to develop and deliver this.
- 146) Wiltshire are not yet able to exploit the benefits of an electronic application process and the team currently require extensive storage space and dedicated equipment. Digitisation of the licensing system, potentially via Niche for the case management side and Single Online Home, is now being explored to enable the public to securely and efficiently make online applications and payments is being explored.

Post COVID-19

- 147) Due to COVID-19 restrictions, home visits were pended between March and July, but these have now been reinstated enabling the team to begin to process more than 100 grant applications that have been received since 1 August 2020. This has also prompted changes to policy and working practices which now see the licensing team conducting more business online or by phone.

Section 5 Investigations: Hate Crime

- 148) Hate crime represents 1.5 per cent of all crime and has increased by one per cent (year to March 2020) while hate incidents fell by six per cent during the same period. Hate crime is influenced by national and international events, and as such reporting is expected to fluctuate and increase with ongoing events (COVID-19, Black Lives Matter, Brexit).
- 149) There are currently enough resources to investigate current and forecasted hate crime demand. The focus going forward will be on ensuring the quality of the interaction, the ability to fully safeguard and the satisfaction felt by the victims. Maintaining current levels of Hate Crime Advisors is key and an enhanced training for these staff, which are primarily PCSOs, is in development to maintain the highest standards.
- 150) The Force has resolved two of the six recommendations within the HMICFRS thematic report on hate crime, a further two are awaiting sign off and two remain in progress.
- 151) All victims of Hate Crime are contacted direct by Horizon Victim and Witness Support. A vulnerability assessment process is in place to identify and manage vulnerable victims.

- 152) An internal scrutiny panel is in development to provide a process of reviewing the quality of hate crime investigations, particularly regarding NFA outcomes, and sharing the learning from these. There is currently no external scrutiny panel to review Hate Crime investigations however options to use a BAME independent Advisor Group to perform this function is being explored.

Section 5 Investigations: Horizon

- 153) The Horizon Team provides a combined service for victims and witnesses, providing early support and support through the CJ system. The team support peoples in 10 per cent of all crime. Due to court backlogs resulting from COVID-19, Victim Liaison Officers caseload has increased from 80 to 230 cases per employee. Since inception in 2015, Horizon has received 236 requests from victims of crime requesting a Victim Right to Review (VRR) in which 65 per cent have been eligible in agreement with the required criteria.
- 154) Domestic Violence victims represent 22 per cent of victims supported by Horizon (1,020 in 2019) and this is due to increase by an estimated 600 cases per year, as an enhanced level of support already offered to Wiltshire residents is due to be expanded to Swindon residents. The current workforce is sufficient for existing services, however, plans to improve services, for example develop the Restorative Justice service to ensure easier access for victims of crime, has been impeded by staffing absences and vacancies. The funding and resources are in place to manage and absorb these changes.
- 155) Demand for Horizon services is expected to increase due to increase in the military population within the county, increasing referral for fraud cases, and increased proactive capability in Force. Changes to the victim's code may see additional provision expectation for victims and changes to the current Ministry of Justice court grants for victims and witnesses may see funds devolve locally to Police and Crime Commissioners. All changes to the current service delivery including resource levels or the expansion or reduction of service will require specific negotiation with the OPCC as the commissioner of these services.

Post COVID-19

- 156) As court cases and numbers increase as new cases enter Criminal Justice System whilst the backlog of cases is also being dealt with, Horizon has been supplemented by two extra members of staff to manage this extra demand. This situation is being monitored through the CJ Gold groups and may require more resourcing depending on how fast the backlog can be resolved. This would be further accelerated by the opening of Nightingale Courts. Victim and witness disengagement in the justice process may increase due to the increased delays/lead in times. There has been a delay to embedding Swindon standard Domestic Abuse victims into the Horizon service.

Section 5 Investigations: Intelligence

- 157) The Intelligence Development Unit (IDU) has increased intelligence submissions gradually year-on-year since 2017. During this time the intelligence submissions for Firearms and MSHT have remained steady, however there has been a significant decrease for CSE. The decrease is measured at 48 per cent of which is most likely because the IDH did not host a CSE thematic desk for the most part of the financial year 2019/20 and therefore were not developing (or submitting) intelligence relating to this area of the business. On

the contrary, OCG intelligence submissions have increased by 346 per cent over the last three financial years and reflects the concentrated time and effort IDU and wider Force functions have dedicated to targeting OCGs. This increase has directly impacted on positive action taken against OCGs.

- 158) IDU are focussed on thematic desks in line with Control Strategy leaving a gap in community intelligence development. Analytical products are focussed on thematic, ad-hoc requests and operational work. Opportunities to identify new threats and risks is reactive and limited as a result of capacity and competing priorities. Consequently, a growth business case has been put forward for an increase in four intelligence development officers to service Op Fortitude and Community intelligence.
- 159) Demand placed on the Covert Authorities Bureau (CAB) has risen exponentially in the last three fiscal years seeing a 60 per cent rise in requests for communications data. Despite that increase the service of the CAB is being maintained. However, this is a small team and abstractions within it quickly result in backlogs of work and delays in processing requests. It is understood that as investigators understand the benefits to investigations as well as the industry providing new technology and services to their customers, demand for communications data is only expected to increase. This coupled with the independent authorisation procedure (meaning an Authorising Officer is no longer in Force) has intensified the demand within CAB. With no re-structure or resource to manage this, the CAB will struggle to cope with any further predicted increases in workload.
- 160) To help plan for this rise in demand a business case is being developed with Gloucestershire Police to collaborate with CAB functions for out of hours service. Furthermore, an uplift of two staff (One Comms Data Investigator, W8 FTE) and one RIPA Co-ordinator (W9 FTE) for the CAB has been presented in order to relieve pressure and increase speed of submissions for SOC and CL criminality. The combined total cost of staff, capital and revenue is £78,847.
- 161) The Dedicated Source Unit (DSU) continues to provide 20 per cent (an average of 5,650 submissions per fiscal year) of the Force's intelligence submissions, with controllers in the DSU managing 10 to 25 Covert Human Intelligence Source (CHIS) at any one time. Performance is stable and represents a value for money in crime detection as well as managing real time threats to life. However, it has been noted that there is a lack of diversity within DSU limiting opportunities for CHIS recruitment in some areas / communities. Currently the unit are re-writing the Force's policy on cell-intervention with the intention of giving birth to new opportunities that may address these issues.
- 162) The Automatic Number Plate Recognition (ANPR) Team are struggling to meet current demand caused by resourcing issues and outsourced resources who are not able to support this Police function efficiently. Both items are on the Local Risk Register. Furthermore, the volume of evidential packs has reduced significantly over the last few years.
- 163) These issues were particularly prevalent prior to December 2019 before two additional resources were added to the team. Before resources were added, the function on occasion was unable to comply with national standards. This is, however, an area that is looking to improve with the ANPR transitioning to the newly formed in house ICT department which will professionalise the servicing and maintenance of the infrastructure.
- 164) The Force Intelligence Bureau's (FIB) capacity to respond to pressure and demand was, and can still be, considered undesirable. They do not appear to be adaptable enough to deal with changing priorities and a heavy workload. A review was conducted on the team

in 2019 which identified a high demand of duties, resourcing and process related issues. Recommendations have been made to address these issues which is an ongoing process.

- 165) From a leadership perspective the AO and DIO role is a big challenge to manage both effectively due to the amount of time being spent on tactical issues. This inhibits the capacity for the head of this department to fulfil the strategic element of the role and plan. A bid for a Chief Inspector role to support this is has been presented as a business case. This business case will be reviewed by the Force ELT and the Chief Constable will professionally advise the PCC on what is believed to be required to meet this leadership gap.
- 166) Throughout each of the functions within the department there has been a rise in OHU referrals, and the overall wellbeing of this department is a concern.

Post COVID-19

- 167) New and emerging threats post COVID-19 are still relatively unknown. Surges are expected in drug supply and the impact of BREXIT is likely to result in difficulties when sharing intelligence with international partners. Both of these will place a greater strain on all departments within Intelligence.
- 168) Intelligence have supported the Multi Agency Intelligence Cell (MAIC) which has impacted on daily business.
- 169) One plan to help address the capacity issues in the department, is the implementation of the Niche Intelligence Portal. This will improve Force tasking and briefing as well as be more intuitive for staff enabling them to 'self-serve'. This in turn should reduce the requests / demand into the department. This is due to launch in Spring 2021.

Section 5 Investigations: Major Crime Investigation Team (MCIT)

- 170) MCIT is working within the Brunel collaboration across the region. Currently there are no concerns regarding meeting current or future demand because homicide cases have been consistent in the last three years and any spikes are managed with the support of the other collaboration resources.
- 171) Currently there are 65 ongoing major crime cases being managed across the collaboration.
- 172) Often resources are provided to the Force to support investigations; this includes ongoing support to an operation to target a high priority subject.
- 173) Vacancies are filled within reasonable timescales with enough applicants to select from. Team morale is very good and has not been a concern.
- 174) The demographics within the collaboration are very different and the demand they create can vary within urban and rural settings. For example, county lines demand in larger more urbanised conurbations is more prevalent and of a higher risk to those in rural locations. That said, work is being undertaken to assist local CID with County lines GBH with plans to assist with Homicide Suppression should this type of criminality progress in this demographic.

Section 5 Investigations: South West Forensics (SWF)

- 175) SWF performance reporting is continuing to be developed, and in the main there is a reasonable understanding of current and future demand. However, although there is currently a reasonable degree of confidence in understanding the future position for Digital Forensics (DF), this does need to be used cautiously because of the fast pace of change

in this field which is perpetually evolving. This will therefore require ongoing reassessment of the current status.

- 176) CSI demand has decreased in each of the last three fiscal years. This has been partly due to the amended scene attendance policy during October 2018, which restricts attendance at volume crime scenes with low investigative value. As a result of feedback from CSI staff and Wiltshire SLT, with regards to service level provision and the potential impacts on public confidence, there are plans to run a pilot scheme that will reintroduce some elements of volume crime scene attendance in 2020-21. It is predicted that the impacts will not be significant.
- 177) SWF have enough resource to meet Crime Scene Investigation (CSI) demand but do not currently have sufficient DF resources to meet the 65 per cent increase in mobile devices needing to be analysed. This rise is predicted to continue higher than was historically the case – this is due to changes in how people utilise modern technology and the increasing inclusion of technology in household devices and vehicles etc. This will mean cases will become more complex and therefore the productivity levels are likely to reduce per person creating a gap between demand and output.
- 178) The SWF business plan is designed to address this gap and has led to an increase in staff of 3.9 FTE. Additionally, Data Forensic Investigators are being dual trained to undertake both computer and mobile device examinations to mirror the change in the submission profile. Outsourcing of some digital cases to Sytech Ltd has been utilised and will continue whilst the current business improvement plan is implemented during 2020/21. The combination of these activities means that, once all staff are in place, trained and competent, over the four-year cycle demand should be manageable. There will however be a period from 2020-21, whilst this recruitment and training is taking place where outsourcing will be required.
- 179) Historically this was an area where the wellbeing and development of staff was raised as a concern. This picture has improved on previous years, but the department acknowledge there is still some way to go yet. This is being addressed through the business implementation plan.

Post COVID-19

- 180) There was a significant fall in demand and attendance and is will likely continue when further lockdowns are implemented.
- 181) CSI has seen a reduction in demand of around 60 per cent in the four months from April compared to the same period last year and 45 per cent from the four months December 2019 to March 2020. This has therefore resulted in normal levels of service being unaffected. However, there has been a change in working arrangements with staff being tasked from home and working out of local stations rather than the two base hubs at Swindon and Melksham. This has proved beneficial with regards to staff wellbeing and the response times to incidents and is a process that is likely to be maintained to a degree post COVID-19. With regards to PPE there have been limited impacts due to stock levels prior to the pandemic and good stock management and liaison with Forces to ensure adequate equipment is available.
- 182) DFU have seen a 30 to 35 per cent reduction in computer cases in the four months from April compared to the same period last year and the four months December 2019 to March 2020. Conversely, in the same period mobile phone submissions have increased over 75 per cent compared to the same period last year and have only seen a small reduction

compared to the four months December 2019 to March 2020. There has been a more significant impact on resources than in CSI, as business continuity plans led to a splitting of the workforce to create two shift patterns. This meant half the staff working from home on a rotational basis and thus reducing the capacity of the unit, leading to a 50 per cent reduction in output from April to July compared to the same period last year and 35 per cent compared to the four months December 2019 to March 2020. Resource levels have now returned to pre-COVID-19 levels and due to the significant negative impact of the incident there are no plans to adopt any business continuity changes implemented as a result of the pandemic.

Section 5 Investigations: Regional Technical Surveillance Unit (TSU), led by the South West Regional Organised Crime Unit

- 183) The regional TSU has a good appreciation of current demand and the ability to deliver against it. The future is less clear due to the challenges and costs of emerging technologies. This is an area that is significantly impacted by technology changes / advancements and therefore reassessment of demand at more regular intervals would be beneficial to help identify the unknowns.
- 184) For the year 1 April 2019 to 31 March 2020 there were a total of 732 (60 per month on average) taskings received on Charter that generated 3,537 individual actions.
- 185) Demand reporting does need to improve in this area to appreciate the workload and delivery of the RTSU and to more effectively monitor workload and efficiency. This is planned to be in place by the end of August 2020.
- 186) Targeted Equipment Interference (TEI) is becoming an increasingly used tactic within SOC and we have recently employed a Regional TEI Manager to manage and coordinate this new area of work to ensure effective support of investigative leads and SW Forces. That role is funded centrally until March 2021 but likely to continue well beyond that as the tactic is used more frequently now than ever.
- 187) RTSU have invested heavily in equipment over the years but needs to continue doing so in order to keep pace with advances in technology. The introduction of 'Milestone' is sought this Financial Year to manage all CCTV and Observation Post products on a modern platform common to all Forces in the SW. There are major advantages with this being a unified system able to manage the large volumes of data that HD quality IP cameras produce.

Post COVID-19

- 188) For a period, policing in the region reduced proactive work as Forces prepared for a potential demand impact. Proactive policing is the primary customer for RTSU services, so demand reduced temporarily. As the lockdown eased, the workload increased and the RTSU were extremely busy as proactive operational work resumed, and in some cases played catch up.
- 189) Added to the above the RTSU were heavily involved in Operation Venetic within the region during this period. This was a national operation which impacted upon NCA, ROCUs and forces and focused on some of the highest harm OCGs in the country. While extremely busy, the RTSU was able to demonstrate excellent flexibility and prioritisation of tasks for the region.

190) Due to the above two issues arising, tasking and demand monitoring for this period is not perhaps consistent with other years and presents a potential anomaly. As the year progresses, the likelihood is that demand will continue to be high but manageable, and any potential 'new' demand resulting from new capabilities should be mitigated through improved technology (Milestone and the TEI Programme) and resource growth (TEI Regional Manager and TSO vacancy management).

Section 6: Protecting Vulnerable People

- 191) Domestic Abuse crimes increased by 4.3 per cent (283 DA crimes) for the year to March 2020 compared to the previous year. It is forecasted that DA crime will increase by 10 per cent (+715 in the financial year 2020-21).
- 192) The Force has seen a 146 per cent increase in S.76 controlling and coercive (C&C) offences. This significant increase is largely due to a focus around crime recording scrutiny and training in recognising C&C behaviour.
- 193) DA investigations are taking longer to complete as a result of process changes in CPS and the complexity of investigations. Consequently, 80 per cent of DA cases are still under investigation three months after they were reported. The strategic risk will be that victims are losing confidence in the police and potentially withdrawing support for a prosecution due to the delays. This has now been compounded by COVID-19 and the delays seen in the criminal justice system.
- 194) The PPN1 project anticipates a saving of 20 minutes completion time for the new form PPN1, this equates to an increase in capacity of approximately 483 hours officers time per year.
- 195) There has been a significant increase in demand of Domestic Violence Police Notices (DVPN) and Domestic Violence Police Orders (DVPO) over the past year.
- 196) The Force has an unknown demand for FGM / HBA and FM in so far as it is believed to be vastly under reported. A Regional Problem Profile has been completed by ROCU which recommends a regional approach.
- 197) The Force is considering adopting a safeguarding hub model (STAR team) which would allow specialised training to a small cohort of people ensuring they have the skills and abilities to safely and proportionately respond to reports of HBA, FGM and FM.
- 198) Following an internal assessment, it was recognised that there was a significant gap of both identifying and recording data relating to the reporting of child abuse incidents and offences. As such plans have been put in place to capture the ongoing work to improve child abuse investigations and processes across the organisation.
- 199) The number of child deaths have remained stable, the demand issues are related to staff attrition rates and training of new staff, which has been further delayed as a result of COVID-19. This is now a corporate risk.
- 200) Rapid response for child death is provided by 24/7 365 on-call, there is currently no resilience within the trained cohort to cope with further abstractions and there is a lack of suitable staff ready to be trained, this has been highlighted as a Force risk.
- 201) Child Internet Exploitation is an area of increasing demand and resulted in an uplift of resource in 2019. However, it is anticipated that advances in technology and the increased use of dark web and encrypted platforms, additional staffing will be required over the next four years.
- 202) Extensive work has been carried out throughout the year to ensure the Force CAID (Child Abuse Identification database) capability is fit for purpose. Any increase in CIET workload

has a knock-on impact on Digital Forensics as most devices will require that level of examination.

- 203) Following an evaluation of the Force Investigative Model (FIM) FIM 2 project has commenced in Force. FIM 2 is a significant restructure of portfolio alignment for the Investigate and Protect command changing both leadership and structure, the movement of high-risk domestic abuse investigations from the public protection portfolio to CID and CPT depending on the severity of the offences. FIM 2 also proposes a plan to create a child abuse investigation team, expand the exploitation hub and a new safeguarding hub. The plan would also see the reintroduction of a Chief Inspector to the PPD structure at a cost of £85,000. This business case will be reviewed by the Force ELT and the Chief Constable will professionally advise the PCC on what is believed to be required to meet this leadership gap.
- 204) Both Heads of PPD and CID have identified vacancy rates as being a significant risk and threat to the future of both departments. A recruitment and retention strategy has been commissioned which will look to provide a long-term plan to fill vacant posts, retain staff and develop them ready for other specialist roles.
- 205) The implementation of FIM 2 is pivotal to being able to meet predicted demand, however, if the result is to retain the existing structure and vacancy / abstraction issues continue then the anticipated concerns of not meeting demand will be realised including:
 - a) DVDS and MARAC demand will outstrip capacity; it is predicted the Force will see a 30 per cent increase in overall applications year-on-year. There is no evidence to suggest that the number of applications will level out over the next four years. We anticipate that as the number of applications rises the time required to complete an application will start to go beyond the 30-day limit. This could lead to a higher risk to applicants who may be living.
 - b) Exploitation team may generate more work than capacity allows with the increase in awareness and additional reporting from partners and other agencies as well as internally from CPT / PPD / CID / DCT.
 - c) CIET dissemination increase and outstanding suspects; it is anticipated that the demand placed on CIET will continue to increase with the continuous advancements in the technology available to offenders. The ability to ensure skills and technology platforms are in place to keep up rely heavily on financial investment.

Post COVID-19

- 206) In contrast to the majority of criminal offences during lockdown, domestic abuse increased. For the 12 months to July 2020 there was a 10.6 per cent increase on the previous 12 months, Domestic Abuse was at an exceptional high for July 2020.
- 207) In contrast there was a 49 per cent drop in DVPN demand during COVID-19 lockdown which is thought to be linked to the decreasing DA arrest rate and the lower ratio of High-Risk DA during lockdown.
- 208) In relation to child abuse the overall number of child victims fell during lock down by 50 per cent however volumes have since recovered month on month since July 2020.
- 209) Child internet exploitation remains an area of concern having seen a significant increase from April to June 2020 of 22.5 per cent when compared with the same period in 2019. In addition, there will be a predicted surge over the next few months as internet providers clear backlogs.

- 210) As a result of COVID-19, the project to rollout the upgrade including training, consultation with partners and implementation planning has been postponed until November 2020. It is not anticipated that the PPN/1 will 'go live' before January 2021.

Section 7: Managing Offenders (MO)

- 211) The Management of Sexual and Violent Offenders (MOSOVO) currently have 703 offenders in the community. The average caseload per team member is 54 RSOs and is likely to continue at a rate of four per cent per annum based upon the previous 36 months. This will roughly equate to an additional 50 offenders to manage in 12 months' time. This figure is manageable however, it does not include the productivity of the newly appointed Digital OM. Since this role was introduced investigations have increased due to the better ability to detect new offences and breaches of SHPO. Currently there is enough OMs to conduct home visits but only one Digital OM. There is a need to upskill all OMs as nearly every RSO will have a digital footprint. The newly assigned Digital OM.
- 212) The impact of sickness levels within MOSOVO during 2019 caused significant challenges to the effectiveness of the team to provide a service. This was further complicated by the level of modernisation in the team and the inability to bring in staff to bolster resilience which was very limited. In reaction to this and to the challenges in developing the level of skills among a new police staff team and recognition that the MOSOVO team would benefit from a range of skills and experiences, we changed plans to modernise the full team and retained three officers and a Detective Sergeant. Additional activity also addressed the lack of digital investigative capability, lack of MAPPA safeguarding and lack of a focus on Domestic Abuse Serial Perpetrators.
- 213) In the Integrated Offender Management Team (IOM) a six-month trial of a co-funded administrative / research position is due to commence shortly with the aim of providing more robust recording of interventions and the release of offender managers to more proactive management functions. This will be an area for growth with an anticipated cost of £15-16K to fund 50 per cent of the post.
- 214) At this time, the National Probation Service and NPS Community Rehabilitation Company have no dedicated IOM managers and it is acknowledged that the sharing of their information with the police could be improved upon. With the reintegration of NPS and CRC in 2021 this will provide ongoing challenges. Steps to share access to internal record databases (Niche / NDelius) are currently progressing and demands placed upon the Force following the reintegration are still unknown.
- 215) The true extent of VISOR 2 on resourcing is unknown and will need to be reviewed. There is a strong likelihood that it will require an element of growth.
- 216) Historically, Wiltshire remained considerably higher than national, regional and YOT family rates for the number of youths entering the Criminal Justice System for the first time (FTE). The number of young people between the age of 10 and 17 who receive their first caution or conviction has remained disproportionately high.
- 217) Wiltshire accepted the need to move from a culture of 'catch and convict' to one of diversion, support and intervention. As a result, the Youth Restorative Intervention (YRI) panel was launched in February 2019. The YRI Panel has shown positive results during the pilot phase, which shows not only further diversion and disposal options; but also, a complete shift in culture within Wiltshire Police when dealing with young people. The YRI has experienced a high volume of referrals with 258 cases over a 12-month period. There is a requirement to maintain an informed and holistic view of each youth to achieve the

best outcome as such this new process has placed significant demand on the team. This is an area that the OPCC will continue to support to ensure this group has sufficient diversionary activity to intervene early with young offenders.

Post COVID-19

218) During the early stages of the COVID-19 pandemic, Wiltshire Police reduced visits to lower risk offenders and some persons with vulnerabilities or within vulnerable settings (care homes etc.). Consistent with other Forces, contact was maintained through telephone contact, aided by remote monitoring, along with a weekly assessment of risk for all offenders and prioritisation. With the availability of PPE and changes to lockdown conditions the unit has returned to a more business as usual approach.

Section 8: Managing Serious and Organised Crime (SOC)

- 219) As the strategic lead for the response to Serious Organised Crime, the HQ Crime department works with many other departments across the Force to ensure that OCGs, of which there are currently 20, are effectively identified, mapped and managed either locally by trained LROs, or through the use of specialist resources. Governance is in place for SOC from local tactical level to regional level and Project Optimise presents a unified brand for the organisation's response to organised crime. This progress addresses HMICFRS AFIs Effect 02 and 03.
- 220) The department oversees enforcement against exploitative drug networks, such as county lines; these increased by 61 per cent from 2018 to 2019 and represented the greatest threats on the Force MORILE assessment during 2019. There is a dedicated intelligence desk and well-developed Anti-Slavery Partnership in place to tackle MSHT.
- 221) The Digital Intelligence and Investigation Unit (DIU) is well developed in terms of capability and able to respond to dependent and high end enabled cybercrime. The DIU has made effective use of volunteers and Specials to supplement full time staff and has upskilled CPT response to staff in relation to basic cyber-enabled enquires.
- 222) Kidnap and Extortion resources are sufficient to meet current demand in terms of trained SIOs, green room staff, red and blue deployments. Within the Covert Authorities Bureau however, a lack of staff and increasing demand is having an impact on investigations and proactive operations and a bid an additional member of staff has been proposed.
- 223) Fraud in Wiltshire has increased by 21 per cent (2018/19) according to the National Audit Office and driven by environmental factors including an increasingly aging population for example, it is expected to continue to do so. Dedicated fraud prevention is a current recorded risk as without this, vulnerable and repeat victims may not be identified. There are proposals to create a Fraud Prevent role at a cost of a PC (£49k).
- 224) The capacity tackle to serious acquisitive crime is limited, as are trained investigative resources that can provide the specialist response to MSHT. In response, a business case has been agreed to create Op Fortitude. This will see proactive teams brought together and a growth in officer numbers in order to better align proactive resources to community and SOC issues, such as Serious Acquisitive Crime.
- 225) Lifetime management of offenders (LOM) and an increasing number of orders within Force are not being collated or managed effectively (AFI Effect 01) and the evaluation of disruption activity remains limited (AFI Effect 04). To address this, the Serious Organised Crime Unit (SOCU) are to gain two additional DCs as part of Op Fortitude, who will assist with the unmet demand in relation to county lines conspiracy investigations. In addition,

the recruitment of the SOCTAC role will provide capability to oversee the use of orders, liaise with prisons, evaluate disruption and guide the LROs.

- 226) A forecasted increase in cyber-enabled and cyber-dependent crimes can be supported by training more staff in basic cyber investigations, however a need for growth in specialist roles including DMIs is predicted. This growth bid would be increased if the current Home Office match funded model for the DIIU team were to cease in 2021 as anticipated.
- 227) There is currently a lack of partnership involvement in tackling SOC and OCGs, but options to create a new partnership board under the Project Optimise banner are being progressed. While there are appropriate resources and capabilities in place to tackle SOC enforcement, a long-term reduction in some SOC such as county lines, is only achieved by partner activity involvement and a 'public health model' approach to address root causes and prevention. While this has commenced in Wiltshire, the removal of the Crime Prevention Lead function coupled with ever decreasing funding amongst partner agencies makes this challenging.
- 228) Due to impending retirements, there is a forecasted lack of covert experience at DI level opening up, so external recruitment is being considered. The absence of a senior leader at the DCI rank has created an excessive workload for the D/Supt position and as a result, strategic development lacks progress. The Force is examining how the rank can be reintroduced, but the cost neutral planned reintroduction will ultimately mean a reduction in staff numbers elsewhere.

Post COVID-19

- 229) The pandemic is likely to have created new opportunities for criminal activities that will be exploited beyond the end of the current crisis; for example, online fraudsters have changed their methodology and cyber-enabled thefts increased sharply during lockdown. Due to COVID-19, the succession planning for specialist skilled staff has been adversely affected because training has been delayed, vacancies cannot be filled as they cannot be released from CPT and CID due to deployability issues in these departments.

Section 9: Major Events - ARG, Dogs, MIP, RPU, Force Operations (inc Public Order)

- 230) The current APSTRA (Armed Policing, Strategic Threat and Risk Assessment) and the new 2021-2022 APSTRA require three Armed Response Vehicles (containing two Authorised Firearms Officers) to be positioned across the county in order to lower the response times of armed policing units and bring it into line with the national average, with only two units this is not possible due to the geography of the county. There is also a requirement for three armed vehicles in order to carry out the full manual of firearms tactics, in the absence of this it is not possible to carry out the full suite of tactics and this presents a risk that the Force may be unable to respond appropriately to an armed threat within a suitable timeframe.
- 231) Currently the Armed Policing Unit does attempt to staff three vehicles and meet the requirements of the APSTRA. However, this is only possible by relying heavily on overtime and is often challenged by carrying many vacancies. Furthermore, this is a department that is set to lose more experienced officers through retirement over the next two years. An additional draw on day-to-day resources is the household of HRH the Duchess of Cornwall. When she is in residence there is a requirement to provide a total of four AFOs, further increasing the reliance on overtime.

- 232) This uplift will produce savings and a reduction in the reliance in overtime which will mitigate a significant risk currently on the risk register as a corporate risk scored at 36 (which places it in the group of the fourth highest set of risks in the Force).
- 233) The proposition is that the 10 FTE are recruited into over the course of three years, four in the first year, four in the second and three in the third.
- 234) The combined total cost of staff, capital and revenue is £627,960, (estimated overtime reduction £35,000 – total including overtime reduction = 592,950).
- 235) Firearms officers have now been trained as drone pilots as they are able to provide a 24/7 drone capability for the Force due to their county-wide coverage. There are two pilots per team, which has made a significant impact on the drone capability of Wiltshire Police, with 60+ drone deployments by Firearms officers over a six-week period in June / July 2020.
- 236) The drone capability is subject to a five-year, three phase business plan, the case presented before ELT however was only to fund the first 12 months. The business plan therefore outlined the three phases; phase 1 being Must, phase 2 being Should, and phase 3 being Could.
- 237) Phase 1 set out some capital expenditure, procurement of drones of the current specification and a staff revenue cost for a training post (0.5 of W8) to work alongside the lead trainer to aid in delivery of the drone training. The combined total cost of staff, capital and revenue is £75,288.50.
- 238) The implementation of ISO standards for FCI is now mandatory for all police forces in England and Wales with a set deadline by October 2022. This has been extended by two years from 1 October 2020 to October 2022.
- 239) The Force is a member of the Forensic Collision Investigation Network (FCIN) and the subscription to this is dependent on demonstrating ongoing compliance with ISO and achieving and maintaining accreditation.
- 240) The ISO standards encompass a wide range of Standard Operating Procedures that require implementation of new or enhanced processes. A number of these SOPs (some 21 separate Standard Operating Procedures (SOPs) require implementation. Currently only seven SOPs have been released to Forces) also require additional and significant organisational investment to achieve compliance.
- 241) This means that Wiltshire Police's equipment, calibration methods, operational procedures and investigator competency will soon be assessed by UKAS to ensure they meet the required national standard.
- 242) UKAS assessment of the Wiltshire Forensic Collision Investigation Base for ISO compliance is scheduled to occur between October 2021 and June 2022, therefore implementation of all Standard Operating Procedures must be complete by July 2021 in readiness for progressing to UKAS assessment within the scheduled timeframe set by the FCIN.
- 243) Accreditation will also be confirmed on an annual basis by surveillance visits, with a full reassessment every fourth year, with the first surveillance visit taking place six months after initial accreditation.
- 244) The combined total cost of staff, capital and revenue is £118,014.15 (minimum).
- 245) Recruitment of appropriate dogs will remain a challenge they are regularly being sold off to highest bidder, however, with a new process in place the risk around this will decrease.
- 246) There is a risk that specific dog skills will not be filled but with careful forward planning this risk is reduced.
- 247) The Major Incident Planning department is very small but carries a significant workload with the Major Incident Planning Manager being a single point of failure, with significant

policing experience held having been in post for the past 14 years. The postholder is due to retire within three years and the Force needs to consider this as a risk and ensure succession planning is in place early.

Post COVID-19

248) During the pandemic sickness remained significantly low within the department. Demand decreased during the lockdown for RPU and Specialist Ops. However, both MIP and Firearms experienced a surge in demand through partnership working and firearms deployments, respectively.

Section 10: ICT

- 249) Information and Communications Technology (ICT) services were provided to Wiltshire Police through a partnership with Wiltshire Council. This partnership was reviewed following the establishment of the Police National Enabling Programmes and in July 2019 a decision was made to revert to a dedicated function within the Force to provide its ICT requirements. The transition of line of business systems from Wiltshire Council is due for completion by March 2021.
- 250) The Digital Programme Board currently oversees 25 projects. Of these, 18 are local projects such as the Niche and Steria Storm upgrades and seven are national projects, such as the National Enabling Programme and Emergency Services Contact Management Programme.
- 251) The Force recognises that without up-to-date, modern, secure technology it cannot be efficient or effective. It is expected that demand in this area will continue to increase with the main demand coming from transition of service provision from Wiltshire Council, national programmes, local projects, general upgrades and major system improvements.
- 252) Funding for the majority of capital required for the projects is in place or planned, but there are concerns over future revenue budgets in light of identified funding gaps. Additional capital investment over planned levels in current and future programmes will also likely result in funding shortfalls.
- 253) Specific performance data for the Wiltshire Police services is not available from Wiltshire Council to inform an assessment. We recognise this is unacceptable and will work to remedy this through the best use of our new ITSM system to support the meaningful analysis of current demand, trends to inform future planning and evidence-based decision making.
- 254) Wiltshire Council are continuing to maintain the existing infrastructure until the service transition is completed in March 2021. Existing ICT equipment is expected to be serviceable until the completion of the transition programme although the level of risk for failure in some non-critical areas is raised. Further investment in the ICT capability in this environment will be on a risk assessed case-by-case basis during the programme, where necessary.
- 255) Since the decision to separate services from Wiltshire Council, the PCC has invested significantly in the National Enabling Programme infrastructure and End User Computer capability to deliver the Wiltshire Police environment. The continued investment in technology and its exploitation ensures there will be a secure and reliable platform capability.
- 256) If the measures outlined in Step 3 including the additional market related payments for specialist roles fail to attract qualified candidates then our ability to deliver service

transition, business as usual and to meet future demand will be severely compromised. Our phase 1 recruitment attracted 149 applications for 15 roles and this risk appears to be diminishing. This risk will remain under close scrutiny throughout the transition programme and is currently recorded on the Corporate Risk Register and reviewed by the PCC.

Post COVID-19

- 257) The effective closure of the workplace since March 2020 in response to COVID-19 resulted in the need to focus our limited internal resources to work with Wiltshire Council to maintain operational services for frontline officers and staff. This included agreeing remediation plans to improve the stability and capacity of remote access and Skype telephony services to support the immediate shift to agile and home working for most staff and many police officers.
- 258) ICT has supported initiatives such as the rollout of WhatsApp to deliver virtual attendance with the ERU and to CPT for better engagement with our vulnerable communities.
- 259) Recruitment of new staff continued throughout the period through the use of social media advertising and video interviews. All three phases are now complete with staff on-boarding to the organisation successfully from 1 June.
- 260) During the early response to COVID-19 staff worked exceptional hours, including during planned leave, over weekends and overnight. This has been managed and is returning to sustainable levels now as the immediate operational needs of Op Satin have been met.
- 261) We are piloting a virtual service desk with home working to address our accommodation issue and support COVID-Secure where we will manage the staff through outcomes and provide additional individual support packages to ensure engagement and wellbeing. This will involve particular focus on ensuring mental health and the risk of isolation or organisational dis-engagement are sufficiently understood by our managers to deliver effective support for our team members.
- 262) A high-level review of the new department by SWAP provided independent assurance to the CFO regarding governance and controls being implemented by the Head of ICT with the programme team.
- 263) The COVID-19 pandemic combined with accelerating changes in both the expectations and demand for policing from the public will result in a fundamental shift in demand for enabling services such as ICT. This shift is not yet sufficiently mature to provide a blueprint for a new target operating model, but it is already apparent that our entire workforce will need to operate in a very different way to meet this demand.
- 264) The risk will be exacerbated during a further period of public sector fiscal tightening if we are unable to recruit and retain skilled people to effectively meet the incoming demand and that funding will not be available to purchase the required solutions or bridge the skills gaps through the interim labour market.

Section 10: Information Management and Assurance

- 265) In February 2020, the Information Commissioner's Office (ICO) conducted an audit of Wiltshire Police to assess compliance with current data protection legislation. Wiltshire Police is in the progress of implementing a corrective action plan to address the recommendations made by the ICO and will be subject to a follow-up review in Q1 FY 2021/22.

- 266) In the Force Disclosure Unit (FDU) the appetite for access to information increases year-on-year and it is anticipated that demand will continue to grow over the next four years.
- 267) The establishment and structure of the IM&A business area is assessed as being fit for the challenges of today, ready for the tasks of tomorrow and capable, in the main, of meeting current demand (including statutory and regulatory obligations in terms of managing information). Future demand will be considered iteratively in terms of the establishment review scheduled for January 2021.
- 268) Notwithstanding the IM&A restructure (effective January 2019) and load balancing, there are still challenges in terms of capacity (most notably): ensuring that legal and regulatory obligations are met (including controlling the number of records created and stored, identifying which records are to be preserved for business, historical and research purposes and which records should be destroyed) and the volume of work to ensure continued compliance for core data privacy activities for the Data Controllers (PCC & Chief Constable).
- 269) Considerable capital investment at several locations will provide a working / operating environment that is fit for the future. This will necessarily involve some disruption and displacement, and staff effected are consulted with and will be kept informed throughout ensuring wellbeing considerations remain prioritised, and that capability to deliver is not prejudiced.
- 270) APP IM compliance – To ensure that legal and regulatory obligations are met a business case detailing options and costs will be submitted in Q1 FY 2020/2021 for consideration.
- 271) DPO volumes of work – A temporary (fixed term) internal business area secondment to support the DPO will be made available in FY 2020/2021.
- 272) Supporting business change programmes – the Gateway and Strategic Change Board approvals process should reduce the demand impact by considering clarity of requirements, strategic fit and resource requirements. All resources required to deliver change must be approved by the Strategic Change Board.
- 273) Operational Security (OpSy) – Current Operational Security (OpSy) capability is inadequate in terms of managing threat, harm and risk in covert (and relevant overt) activities. A growth bid has been approved and the establishment vacancy will be filled with effect 1 April 2020. For the current FY (2020/21) this post is being funded by the ACC's budget. This growth bid is being submitted for this post to be funded from the IM & A budget for the FY 2021/22 onwards. This growth is, one W9 FTE at an approximate cost of £43,334.

Post COVID-19

- 274) On 1 April 2020 the Operation Security Officer (OpSy) formally joined the IM&A business area and the overall establishment has increased by one.
- 275) An ANPR Compliance Auditor is in the process of being recruited. This is a new post for the organisation, and a Home Office requirement.
- 276) The COVID-19 restrictions caused an initial decrease in demand for the IM&A business area. However, an overall increase in demand (both internally and externally driven) has been observed during the period from April 2020 to present (mid-August 2020).
- 277) Disclosures to the Family Court are the primary cause for concern; typical demand is 30 per month, in April 2020 this dropped to 23 whilst in July 47 were received. There is significant concern that this increase is likely to continue post September once schools return and safeguarding issues / concerns are identified and reported.

- 278) Across the IM&A business area it is felt that productivity has increased both within and outside the business area whilst enabling services are predominantly working remotely, resulting in increased (internal) demand placed upon the function (predominantly the DPO, ISO, OpSy and RM (and RM team)).
- a) Since the beginning of July 2020, a member of the Departmental Management Team has been absent, and this post's responsibilities are being covered by another, as agreed in the department's business continuity plan. This is proving challenging for a prolonged period due to the volume and complexity of work that the two roles are responsible for.
 - b) Overall, the IM&A business area have demonstrated that they are able to work effectively remotely, utilising the available technology, with no detriment to performance. It is believed that productivity has increased, however it is not clear whether operating all processes remotely is more efficient. Greater consideration and exploration of suitable longer-term working arrangements are required to ensure that the wider health and well-being needs of the IM&A business area are also realised and not compromised.

Section 11 Force-wide functions: Corporate Communications and Engagement

- 279) As a shared service providing communications and engagement activity to both the Force and OPCC, the vast majority of Force demand is being met including;
- a) Continued, extensive communications, engagement and media response to COVID-19.
 - b) Proactive and reactive daily media management including reputational risk matters and on-call Strategic communications and engagement advice and tactical activity for various portfolios in line with Force operational needs and OPCC priorities.
 - c) Force department lead for national digital projects - Single Online Home (SOH), National Enabling Programme (NEP), Social Media TOM.
 - d) Maintaining and updating the Force and OPCC websites (plus microsites), and Community Messaging system.
 - e) Generating content for and monitoring of Force / OPCC social media accounts.
- 280) All urgent and important Force priorities are being met; however, this is resulting in excessive hours and fatigue with many team members.
- 281) The department is currently undergoing an independent structural appraisal as requested by the PCC, which could result in changes ahead of the PCC elections in May 2021.
- 282) The outcome of the structural appraisal could impact on resources within the team, which could subsequently impact on the ability to deliver against previously agreed Force department priorities.
- 283) A new PCC in May 2021 could result in different priorities including how they want communications and engagement services to be delivered. If we remain a shared service a new PCC may create a higher level of demand for the team.
- 284) Social demand has changed in the last year, partly due to the growth and development of social media. The increase in demand is intensified by the speed of response expected from the public and media and the accelerated growth in localised and citizen / public journalism.
- 285) If engagement on social media continues to increase this could be an area where the department may not be able to keep up with demand resulting in a potential requirement for a new monitoring platform.

- 286) In addition, the European Electronic Communications Code Directive (EECC) accessibility regulations, which are due to become law in December 2020, will require us to treat social media as a contact channel. This would involve the need for an expanded budget in this area.
- 287) There is an increasing requirement for the public to transact, interact and carry out their required services with the Force and PCC via self-serve means and online. We are moving on to SOH in February 2021 and this will prohibit the ability for us to react to local online requirements that are not part of the national platform.
- 288) The rise in fake news has the potential to cause a significant impact on the need for us to respond with accurate information across social and online channels (e.g. bloggers, fake news site, Twitter bot activity) as well as through the more traditional media channels.

Post COVID-19

- 289) Due to the abstraction of team members to the COVID Comms cell, campaign activity has been reprioritised, in line with operational needs and OPCC priorities.
- 290) There is concern that demand on the department is likely to increase if the COVID-19 battle rhythm increases and as such contingency plans are being developed.
- 291) Face-to-face public engagement opportunities are limited due to the ongoing pandemic. This will impact upon our plan of engagement and mean that different ideas, platforms and ways of engaging will need to be explored.

Section 11 Force-wide functions: Equality, Diversity and Inclusion

- 292) The Force is seeing a continued increase of workforce diversity across ethnicity (BAME has risen to 2.2 per cent from 1.9 per cent, and encouragingly, 6.1 per cent of the workforce now identify as being an ethnicity other than White British).
- 293) Current demand has changed over the past year with the introduction of Operation Uplift with PC intakes due in both October 2020, and January 2021 (before increasing throughout 2021). This sees a continued demand to support with recruitment of under-represented groups through positive action channels.
- 294) Wiltshire Police has sought to enhance engagement opportunities with underrepresented groups, listen to communities' advice by introducing Independent Advisory Groups, improve scrutiny of processes such as stop and search and use of force and improve engagement with local communities and partners from an EDI perspective.
- 295) Future demand is expected to come from within these areas looking forward as the levels of opportunity for scrutiny and engagement expand.
- 296) The streamlining of internal support networks through the EDI department over recent months has increased demand for the department.
- 297) EDI have been requested to deliver EDI inputs / training and continued demand for the input is increasing.
- 298) Internal education across the organisation of the lawful and appropriate use of positive action, development of internal education and a communication delivery plan.
- 299) Impact of national and international events highlighting racial inequalities impacting on community tensions – increased requirement to work more closely and collaboratively with partner agencies e.g. Race Equality Councils and broaden the sphere of engagement.
- 300) There is a desire to achieve accreditation from key organisations that champion EDI matters i.e. Stonewall (LGBT+), Disability Confident Leadership status.

- 301) It is felt that the demand vs capacity limit has now been reached within the department, and that any additional workstreams will not be manageable.
- 302) The risk of not increasing BAME representation across the Force is detailed on the risk register. There is a reputational risk to the Force in not demonstrating progression in this area which could see dissatisfaction amongst communities, in particular underrepresented communities.

Post COVID-19

- 303) Recruitment campaigns have seen encouraging results using social media platforms (PCSO recruitment July 2020).
- 304) Efficiency savings have been made in adapting police officer recruitment awareness sessions which had previously taken place at Police HQ to an online webinar session.
- 305) From an EDI perspective, this 'virtual' approach has identified opportunities for wider engagement with online under-represented groups (such as the creation of a closed Facebook engagement site).
- 306) The EDI department has also supported with BAME COVID-19 risk assessments, scoping details, crafting a risk assessment process and offering guidance and support to BAME colleagues and line managers.

Section 11 Force-wide functions: Estates

- 307) The Facilities & Estate Service which manages the physical estate, soft and hard FM environmental services, compliance, supply of uniform & equipment, printing, postal & courier services and customer support in all its aspects is meeting current known business as usual demand, together with the PCC's Estate Strategy 2017-20 delivery plan demand and exceptional demand created by COVID-19.
- 308) As from August 2020, the Head of Facilities & Estate shall become an attendee at the Gateway Board where all change requests are to be directed.
- 309) A revision to the Gateway Board request template is planned to identify the impact on physical estate and impact on all other enabling services. By directing requests through one robust process, the opportunity will be given to assess the impact on enabling services, the overall deliverability and identify any consequences that need consideration.
- 310) A longer-term Capital Plan programme in line with latest financial planning will assist with proactive planning and avoid some of the issues that become reactive matters.
- 311) A planned service restructure intends to provide for the recruitment of a one FTE W6 Project Coordinator who will support and assist the Estate Project Manager in the delivery of projects and change. This role will support change of a medium size including refurbishments, office relocations and under direction, support to the Estate Strategy delivery plan.
- 312) Subject to being given the opportunity to understand the impact of change before it is approved, change requests becoming part of a robust process, and careful planning to ensure that the need for change doesn't exceed resource, then future planned demand should be achievable.
- 313) A common risk is that a change has received business approval without considering the impact on physical estate. It is hoped to reduce this risk going forward by directing all change through the Gateway Board.
- 314) Feedback from staff working within the FM areas suggests that the biggest cause of concern and impact on wellbeing is caused by change requests that seem unplanned

because of the lack of involvement or consideration to physical accommodation or the deliverability of change in the planning stages and the opportunity to identify impact and consequences. This position regularly results in staff having to apologise for a position they are unable to influence.

Post COVID-19

- 315) COVID-19 Lockdown did have an impact on service initially and across the board caused a three-month delay in most programmes of planned work. Project delivery is now slowly returning to normal in line with reinstatement of supply chains and contracted services.
- 316) The FM service has been impacted by staff members needing to shield. Printing Services was impacted and during this time it was necessary to outsource complex printing requirements in line with our BCP to our printing partners. Business as Usual has now resumed.
- 317) It has been agreed that the FM service will take responsibility for the management of COVID-Secure operational support from early September. A bid for additional staff has been made to facilitate a service.

Section 11 Force-wide functions: Finance and Legal Services

- 318) Demand within the Finance department remains relatively stable year-on-year regarding the mandatory / statutory tasks that need to be undertaken.
- 319) Year-end deadlines have been made mandatorily tighter over the past few years, but this has not had a significant effect on demand, just the timing of that demand.
- 320) Increases in demand come more from the business itself. With austerity measures, and closer budget monitoring comes an increase in demands for financial information and analysis which needs to be serviced.
- 321) Demand within legal services is increasing due to new preventative orders being introduced e.g. stalking and harassment. These new orders generate a legal requirement. There is also further increase in demand due to a greater push back from CPS, and the prosecutor's reluctance to seek ancillary orders e.g. destruction of dangerous dogs.
- 322) The legal team are experiencing increasing regional and national collaboration work being picked up by Wiltshire as a result of developed expertise.
- 323) There are delays in progressing contractual matters and some delays in litigation which is having a considerable impact on the work in other areas of the business such as the Programme Team. This has created a bottleneck in progressing change programmes across the Force.
- 324) The new Unit 4 system has one database which should drive several efficiencies in quality, reporting and analysis of data. One of the planned efficiency savings being looked for in the new system is the ability for self-service applications which would have the effect of using personnel time more efficiently and would replace the requirement for paper forms.

Post COVID-19

- 325) As a department, Finance has been working towards going paperless and agile for several years now and has had to make very little adjustments when working from home.
- 326) One significant change has been to overtime forms which have now been replaced by an electronic feed from the GRS system into the payroll system via a spreadsheet upload.

This was always the Force's intention with the new ERP system but was accelerated and implemented early due to COVID-19.

Section 11 Force-wide functions: Fleet

- 327) It is proposed that the Value for Money (VFM) benchmarking work examines the number of vehicles maintained by each technician to understand whether 70 vehicles each is appropriate.
- 328) A regional benchmarking exercise has been undertaken to compare fleet levels, age, mileage etc. It showed that Wiltshire's fleet and number of staff within the department is neither excessive nor significantly lower than others. It also shows our lease usage to be low and the amount of capital budget for replacement vehicles reasonable.
- 329) The age of some of the fleet is a concern however it has been evidenced that this has not significantly changed in the last five years and is not out of sync with other Forces. This does however show the importance of maintaining the current level of capital budget within the MTFS for vehicle replacement.
- 330) There is a concern that a full analysis on the fleet required in areas of policing and locality has not occurred for several years. This is required to evidence whether the fleet is too big or too small.
- 331) With an increase in officers comes a requirement for more fleet. The initial plan is to increase the fleet by three vehicles (c.£40k) with more to come in future years. The current plan is that this will be funded by the Uplift grant.
- 332) The Force and OPCC are currently working on an Environmental Strategy. It is expected that soon the emissions output for vehicles will start to play a major role in procurement choices.

Post COVID-19

- 333) COVID-19 has had an impact on the department's demand. The department have noticed a decline in breakdowns and defects which has enabled the department to catch up with the backlog of servicing.

Section 11 Force-wide functions: Health and Safety

- 334) Demand within the Health and Safety (H&S) department continues to be high due to the volume, breadth, legal compliance and evolving risks managed through the department.
- 335) There is no spare capacity or resilience which leaves a potential organisational risk should one of the three critical posts be vacant for any significant length of time. Therefore, the Force must ensure it develops resilience and solutions to mitigate this risk.
- 336) 2019 saw a significant recovery phase for the department following from Operation Fairline and Fortis which absorbed the health and safety resource for a significant part of 2018. During 2018, the department adopted a triage position with only critical elements of the safety management system being maintained, alongside reactive health and safety management.
- 337) As a result, a significant number of policies, procedures and risk assessments have lapsed and require significant work to regain full compliance across all areas. This, coupled with all other departments now also progressing their stalled workloads and change management projects, has led to a significant demand increase during 2019.

- 338) There is a gap in managers' H&S competency due to lack of H&S training which is an increasing demand on the department.
- 339) The increase in police officer assaults is a particular risk area, alongside the ageing workforce and fatigue risks all of which are identified in the Health and Safety Strategy 2019-2021.
- 340) Despite carrying significant personal and organisational risk, H&S is one of the smallest departments in the Force, so it is imperative that the department remains fully resourced in order to meet our legal obligations and demand.

Post COVID-19

- 341) The global COVID-19 pandemic has led to a significant and unprecedented increase in demand on the health and safety department.
- 342) The longevity of the COVID-19 pandemic continues to see demand exceed capacity. This can be mitigated, and risk managed in the short-term but as this duration increases so does the risk.
- 343) H & S currently has the highest priority risk score in the Force and a recovery plan and mitigation has been developed for current and future demand. As such an additional full-time resource has been granted to support the department until January 2020.
- 344) A bid will need be placed to retain the additional health and safety resource for further 12-month period.

Section 11 Force-wide functions: Human Resources and Workforce Management

- 345) A high proportion of the demand within the HR Team is significantly reactive and continues to be a challenge when there is not a full complement of staff. On 17 October 2019 resourcing within People Services was logged on the Corporate Risk Register as being significantly below the required level.
- 346) The HR technological infrastructure continues to be challenging as the database used to hold staff information is in a very fragile state and requires investment.
- 347) The migration of HR onto the existing Unit 4 ERP application will create one source of the truth which will relieve the lengthy manual reconciliations of data undertaken at present .Whilst this will present a challenge managing this alongside the business as usual, it will provide an opportunity to review 90 per cent of our existing process, with a view to introducing improvements in order to deliver a better customer service experience through automation.
- 348) Change across the organisation has placed a significant demand on the HR team over the past twelve months. There is little change or restructure which does not require intervention from a people perspective in one form or another.
- 349) Dedicated time to produce HR guidance documents and toolkits is required along with updating Policy and Procedure. However, HR Advisors do not have the time to progress this whilst meeting the current demand.
- 350) A wide and full review of the People Services structure and model is ongoing with a proposed investment of £83,000 for additional staff. It is anticipated that the outcome of the review will build in more resilience, offer career progression and will encompass later

changes required with the implementation of ERP. It is hoped the proposed model will provide a more structured career path and develop individuals within the team.

- 351) With the Police Conduct Regulations 2020 recently enacted, the way in which investigations are recorded has changed. It is anticipated there will be a significant impact on the HR team as the focus will be for them to provide guidance and support around the change in process for line managers.
- 352) A review of the whole issue resolution process is currently underway which will consider whether it delivers an effective and timely process which enhances employee relations, or if the process should be revised.
- 353) The Force trend had seen an increase by 17.6 per cent with 4,898 more sickness days within 2019 when compared with 2018.
- 354) The Force recognises that organisational fatigue poses a significant risk to the Force. Engagement with staff through the Chief's Forums and Staff / Federation surveys indicates that the workforce is tired. There is a requirement for the Force to have a better understanding of what hours staff are working, which also includes overtime.
- 355) The Force is in the process of re-writing the attendance management policy which will see a focus on early intervention.
- 356) September 2019 saw the Force launch its recruitment campaign for police officers as part of Operation Uplift. Although numbers initially registering interest in joining was healthy, recruitment have experienced a larger than expected number withdrawing at each stage of the process.
- 357) There is concern regarding what will happen when we see the first cohort of student officers completing their degrees, and whether the Force will be able to retain the skills invested in.
- 358) The Resource Management Unit has been through a significant period of change during the last 12 months however the unit has continued to perform to a high level, in periods of very high demand.
- 359) In 2019, the median gender pay gap for the Force (as at 31 March 2019) was 10.96 per cent. This promising reduction from 20.19 per cent in our 2018 report, reflects a decrease and is testament to the hard work being carried out within the Force.

Post COVID-19

- 360) The start of the COVID-19 pandemic placed a significant demand on the HR Department as it responded to the many emerging demands identified out of the pandemic.
- 361) Several procedures required review in light of the situation e.g. Annual Leave, Dress Code, Police Staff Discipline. Whilst the landscape is still unclear in this area, the Force anticipates more national decisions will impact on local policies and procedures.
- 362) The departments recent advertisement for an HR Manager has attracted a healthy number of applications. Candidates who would not previously have considered working within the public sector are starting to apply for roles which increases our pool of talent, but also widens our diversity within the department.
- 363) At times, maintaining a work-life balance has been a challenge, although this is not unique to the current COVID-19 working arrangements. The HR teams continue to respond to short-notice requests which have intensified during this pandemic.
- 364) Workplace stress has increased as the intensity of work has amplified, and individuals frequently work beyond their core hours.

- 365) The HR Team continue to be heavily involved in the debate around post-pandemic working and looking at home versus office working debate advising the organisation.
- 366) The introduction of a service desk management tool within the department is required. Enquiries have been made with the new ICT tool; however, this is likely to be unachievable with cost of potentially £30k.

Section 11 Force-wide functions: Improvement and Change

- 367) The Improvement and Change department supports Force and OPCC level governance processes for transformative change, performance, data science, improvement, innovation, risk and prevention. The depth and frequency of the strategic governance structure places pressure on the department to coordinate the process, and there is constant demand from new and emerging priorities that means planned activity is often delayed or difficult to progress.
- 368) The department is progressing a strategy of increased self-service for data insight, however until this is fully embedded, there continues to be demand for support with change, improvement reviews and performance analysis from other departments, that Improvement and Change has not got the capacity to support. These issues can have a detrimental impact on staff resilience and wellbeing.
- 369) Ability to use our data to understand the journey of crime from causation through to recording, investigation and outcome for victims is challenging. A schedule for demand reduction initiatives is programmed but understanding of productivity is hindered by a lack of appropriate ways to capture this activity.
- 370) Significant work is underway to develop Qlik Sense, our data insight tool, to effectively access core information, such as establishment data, to help to inform Force planning and decisions. More than 750 users access the applications already published but the small development team are unable to service the many request for application development due to capacity. The organisation investing in Qlik Sense to mitigate current data access risks, but also investing in developer posts to increase capacity.
- 371) As a shared service, the arrival of a new PCC in 2021 and a new Police and Crime Plan will place a demand on the department to realign performance and demand frameworks and prioritised activity accordingly.
- 372) The department is the coordination point for learning, innovation and problem solving and as appetite for innovative solutions grows, the demand for coordination of innovation, new change projects and improvement reviews is likely to grow also. There is currently insufficient capacity to progress horizon and future scanning and learning in a dedicated way and set against increasing demands to support HMICFRS and internal inspection, our strategic assessment and planning processes may not be able to capitalise on this to its greatest effect. The combined total cost of staff, capital and revenue is £18,756.50 (0.5 W8 FTE).
- 373) Within the Force transformation portfolio, the ability to understand the input of resources and costs is improving and work is underway to improve the benefits realisation process across programmes. Most projects are digital in nature and often large scale and this is expected to continue placing ongoing pressure on change resources, enabling services and reducing capacity to support other change initiatives.
- 374) Problem solving capability has expanded this year and a clear Early Intervention offer for people vulnerable to crime and victimisation is now in place and due to be independently evaluated. We continue to experience challenges in supporting people with mental health

needs due to pressure on the local Health Based Place of Safety and issues in retaining staff to work within the Police and Health Integrated Mentoring model.

Post COVID-19

375) Intelligence and information provision during the COVID-19 response phase significantly accelerated development of some information products, notably Qlik Sense. This demand has not abated and while elements of the business planning cycle were paused during lockdown, these have now also restarted putting increased pressure on staff. The department have embraced agile working and productivity has remained high however virtual working places new requirements on managers and staff to work differently and ensure the staff wellbeing and mental health does not suffer due to new working conditions. The impacts of COVID-19 on crime is not yet clear however predictions suggest increases in mental health demand and young people's exposure to criminality and exploitation which will place continued pressure on the health based Place of Safety and requirements to sustain early intervention resources.

Section 11 Force-wide functions: Occupational Health Unit

- 376) Demand within OHU continues to be significant due to the volume, breadth, legal compliance and risks managed through the department.
- 377) Management referrals increased by 11 per cent (904 referrals) between April 2019 to March 2020 compared to the same period last year and 47 per cent were attributed to mental health referrals.
- 378) Sickness data supports an increase in psychological health issues as well as an increase in complex case management for recruits and existing staff. Research indicating that mental health is a significant concern within the police service nationally supports the current situation and is likely to see a future increase.
- 379) The impact of an ageing workforce is relevant when looking at future demands, employees are having to work longer, possibly with chronic health issues, which may require occupational health intervention.
- 380) The capacity of the department to deal with future and current demand is concerning and taking this into account it's important that measures are in place to monitor and review demand and OHU capacity.
- 381) A structural review of OHU took place in 2019 which put forward recommendations to ensure effective operations and succession planning.
- 382) The review highlighted the need to implement a senior occupational health practitioner to deliver day to day supervision and overall management of day to day activities, such as clinical decision making around complex case management, high risk cases and initiation of the escalation process. The increase in grading of one OH Advisor is required to create a team leader at a cost of approximately £3k.
- 383) The position will not free up significant levels of capacity as no additional hours are being created within the unit, however it will more clearly enable the head of the department to continue to provide organisational strategic advice and direction, being responsible for the strategic overview, provision and development of Occupational Health service delivery.
- 384) Succession planning and occupational health resilience is a consideration from the review. The current structure is likely to change over the next two years as the current head of service retires (estimated to be March 2022) and therefore the recommendation will assist with future planning.

- 385) Wiltshire Police as all occupations, are required by law to have access to a competent occupational health service and the national shortage of suitable qualified practitioners is a growing concern. The opportunity for existing staff to develop will help with addressing the gap and reducing the risk of limited options or a decline in service in the future. Although there is about 18 months until this happens, it is important to start these planning processes as soon as possible, with the likely option to outsource the Head of Profession role into the region and have a local manager of the unit through this change. Further options to combine local SLT management will take place nearer the time.
- 386) The lack of suitable qualified Occupational Health Nurse / Doctors is a local and national risk for the police service, the police are not considered as an employer of choice due to the complex, high risk environment and market value. This is a significant risk going forward, and one that the review will help to mitigate by reviewing the current clinical / management structure to reduce the risk and ensure going forward future resilience and succession planning is in place.

Post COVID-19

- 387) The COVID pandemic, but also previous incidents within the Force, have demonstrated the importance of an effective OH Unit. This is along with recognising the increased support and demand that is presented to the OH Unit due to the increased appreciation and awareness of psychological disorders.
- 388) The impact on business as usual cannot be ignored and the longevity of an ongoing demand is likely overtime to impact on the resilience of such a small team and business as usual. Due to the nature of the OH function it is not possible to cease many elements of the function due to fit for purpose and operational resilience.
- 389) The occupational health department anticipate that the behavioural and emotional impact of the pandemic on physical and psychological health, will increase the demand on the OH unit going forward. Considering the current position, it's important that measures are in place to monitor and review demand and OH capacity.

Section 11 Force-wide functions: People Development

- 390) In the main, People Development will meet current demand. The department has the right level of resourcing, and skill / experience to provide acceptable levels of service across the organisation.
- 391) The predominant demand is for ongoing maintenance of existing role requirements (i.e. new to role initial training and / or refresher of an existing skill (80 per cent)).
- 392) Uplift and Policing Education Qualifications Framework (PEQF) targets for student police officers are being met.
- 393) There are known skills gaps and shortages, creating risks and single points of failure, e.g. UASG (drone) trainers; IQA assessors; specialist skills within DTU; training staff for new course design (PEQF, EDI, SLP / DLP).
- 394) People Development are unable, with current resources, to build an effective evaluation regime that is consistently applied to all training / development resulting in a lack of insight as to how effective, or otherwise, training is delivered.
- 395) Wellbeing and the resilience of the training team during peak demand during course crossovers (as a result of Operation Uplift) is of concern.
- 396) Capacity to deliver PST / Taser and driving courses is limited, and the demand (as a result of the derogation) outstrips current capacity.

- 397) The training backlog and demand vs capacity for PST / Taser, DTU etc. will need to be tolerated, at least in the short-term. This is a national issue, and whilst it remains such, the Force's current approach is reasonable and proportionate in line with national guidance.
- 398) The Force cannot take on significant new projects, without stopping something first. This is as a direct result of Operation Uplift and PEQF.
- 399) The department receives large amounts of urgent, unexpected demand from business areas and therefore more effective horizon scanning from SMEs to anticipate requirements is required.
- 400) The assessment function requires a review and reorganisation to ensure risk areas, such as PIP portfolios, are adequately covered. This is of relevance given PEQF entry routes have extended probation periods.
- 401) Digital solutions are a requirement for the future, upskilling of trainers, investment in products and resourcing to migrate. The Force lacks a quality virtual learning environment and is unlikely to achieve one 'ahead of the curve'.
- 402) There are several areas that are described as single points of failure, and / or are predicated on the wrong funding model. UASG and DTU both have posts that are income generating but cannot continue to do so whilst servicing current and future demand. This requires a restructure of UASG (with Force Operations) and funding of an existing instructor post in DTU.
- 403) Larger projects, such as replacing Airwave / PNC / PND, require whole-force training that in the current situation will prove very difficult to achieve.

Post COVID 19

- 404) COVID-19 has significantly impacted on People Developments ability to deliver training, and the delivery plan and demand model for 2020/21, and beyond.
- 405) From the outset of the pandemic, essential training continued, utilising our online platform to run ongoing IPLDP courses.
- 406) The initial definition of essential training was narrow and extended only to IPLDP. This expanded gradually to include Specials training, and all other training during restart that can be delivered using an online platform.
- 407) The effectiveness of online training delivery will be continuously reviewed. The longer-term benefits, such as the influence online training will have on behaviours, remains to be seen.
- 408) With no imminent investment in additional resources, People Development will continue to explore options for succession planning and resilience.

Section 11 Force-wide functions: Professional Standards

- 409) Due to legislation change in 2020, from 1 February 2020, the way in which complaints and conduct matters are managed has significantly changed.
- 410) From 1 April 2019 to 31 March 2020 Wiltshire Police received 810 (+33 per cent compared to previous year) public complaints and 44 conduct allegations (-47 per cent compared to previous year).
- 411) To minimise a backlog of complaints, management of the initial recording of complaints is provided by the Standards Board overseen by the Head of Professional Standards. This has resulted in noticeable improvements in meeting statutory and regulatory expectations.
- 412) Despite the new complaint and conduct regulations, which came into effect on 1 February 2020, anticipating a reduction in complaint investigations, this has not been realised at this time.

- 413) From 1 April 2020 to 1 August 2020, Wiltshire Police received 362 public complaints and 17 conduct allegations, this equates to a significant increase and workload over just four months.
- 414) This increase is already having a negative impact on the wellbeing of PSD / CCU staff both physically and psychologically, with a prolonged period of sickness within the department being directly linked to workload volume.
- 415) Decision making staff (delegated and deputy AAs) are continually working excessive hours to maintain departmental performance.
- 416) Currently the Force does not have the capability to proactively monitor Force systems and a business case has been prepared identifying a suitable business monitoring solution. The combined capital and revenue cost based on a four-year minimum licencing agreement will cost £137,497.50.
- 417) The workload of the Personal Security Vetting Unit has significantly increased in 2019/2020 due to both staff and officer recruitment, and due to increased compliance with the APP.
- 418) The recruitment plan for 2020 is creating much of the current demand, and on occasions the requirement to take officers and staff on an 'at-risk' basis.

Post COVID-19

- 419) As a result of the increase in volume demand, careful monitoring of volume demand vs capacity is being undertaken by the Head of Professional Standards and is reviewed fortnightly through the Professional Standards DMT. Further to this, the DCC has requested a position paper is taken to both ELT and CMB in November 2020 to understand the impact of the regulatory changes and impact.
- 420) An external review of the Force vetting procedures was due to be undertaken in 2020 but has been delayed due to the COVID-19 pandemic. This review will be undertaken by an external Force once COVID-Secure processes allow.
- 421) Since 1 September 2020, the Service Recovery Team in the Office of the Police and Crime Commissioner has been responsible for receiving all complaints about Wiltshire Police.

Section 12: Collaborations

- 422) Wiltshire Police commissioned a review to look at the pathway Wiltshire Police has taken with collaboration and partnerships previously and the route it may wish to pursue. The information obtained through this review will later be used to help inform a revised Collaboration Strategy for Wiltshire Police.
- 423) In 2017, Wiltshire Police launched its 2017– 2021 Collaboration Strategy, aligned to the 'Reshaping Policing for the Public' principles of collaboration and partnership working.
- 424) In May 2018 'agreed' and 'in-place' work strands were agreed through the collaboration portfolio; each with a strategic ambition and direction of focus
- 425) Since the election of the current PCC, in 2012 a total of 30 collaboration agreements have been agreed and signed to date. These collaborations include 15 national (14 active, 1 active), 14 regional / cross-border collaborations with neighbouring Forces (13 active, 1 dissolved), and 1 external partner (active).
- 426) There are three further collaborations currently in development: Forensic Collision Investigation Network (replacement for the Tri-Force Collision Investigation Unit), regional vetting establishment of SW Vetting Unit, and Regional Niche (SW) establishment of SW collaboration for the Niche system.

- 427) The Force has concentrated on police-to-police collaborations for specialist police functions as well as specific projects to help to protect frontline operations.
- 428) The Force has explored options for support function collaborations in areas such as Finance, IT, HR and training but has not actively entered into ventures as much as other Forces have during this period.
- 429) The OPCC and the Force are involved in numerous local statutory and community partnerships that support community safety and victim care.
- 430) There have also been informal alliances with private sector organisations including Bath University and Nationwide Building Society for academic and cross learning activities.
- 431) The review has identified that there is continued interest and commitment to explore and develop opportunities to share specialist and back-office services across Police Forces. This is also extending to blue light partners.
- 432) A recommendation has been made that the Force should consider devoting resources to collaboration activity.

RAG Assessment on the Findings from FMS3

Having considered all the demand pressures in the FMS, the following are identified as the key threats and are identified as key risks in the matrix overleaf:

Section	Current understanding of demand	Future understanding of demand	Current capability and capacity	Future capability and capacity	Explanation	Average Score per Business Area 2020	Average Score per Business Area 2019
02 Wellbeing	2	2	2	4	Current demand is manageable. However, with a small team of one and significant initiatives launching, including the Peer Support Scheme and the Line Manager Training Portal, the ability to manage future demand without additional resources is a cause for concern.	2.5	2.8
03a Responding to the Public – Requests for Service	1	2	2	4	The current over-inflated headcount allows current demand to be managed well. Future and likely demand is known and considerations as to how this will be managed are within all current activities. Current capability around statistical performance is good however the lack of quality around crime compliance reduces the overall grading. Future capability and capacity have several unknowns in terms of SOH, Social Media & Live Chat reporting which needs scrutiny.	2.3	2.0
03b Responding to the public – Incident Response	1	3	2	2	Gaining accurate future understanding on demand for Response Policing is challenging. The basic demand modelling is reasonable and easy to predict, however the events that destabilise an operating model (e.g. Novichok / COVID-19) are impossible to predict. As such there always needs to be some capacity built into any operational policing model. Deployability remains a continuing challenge, albeit the current recruitment model, paired with Operation Uplift is showing some very early signs of improvement. However, we are still reliant on 2021 intakes to move the deployability forwards to make a tangible difference.	2	1.5

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04 Prevention and Deterrence (Neighbourhood Policing)	2	3	2	2	Following a peer review by Surrey, the understanding of current and future demand requires a dedicated plan to improve the roll-out of our Business Intelligence tool, Qlik Sense, into everyday CPTN Policing, especially within the PCSO cohort. CPTN Swindon is carrying the highest number of vacancies within the neighbourhood element, although recruitment plans are in place to close this gap.	2.3	3.0
05 Investigations - CID	2	2	3	2	Understanding of demand is good as the department can measure current workloads and performance. A stable trend appears of just over 16 per cent for positive outcome rates against a small increase year on year of total recorded crime. The department has a good understanding of future demand and anticipates an increase in sexual offences, DA and acquisitive crime, the latter a result of political and economic uncertainty. The number of vacancies within the department is on the Corporate Risk Register as both CID and PPD reflect the current national shortage in detectives. Short-term plans are in place to mitigate risk. The current capacity of adult exploitation team is not sufficient. Plans to address future capacity and capability have been incorporated in the Investigate and Protect model (formally FIM2) restructure. This includes plans to ensure succession planning and an increased exploitation team.	2.3	-
05 Investigations - CJU	3	3	4	4	Due to the COVID-19 pandemic the Justice system has a backlog of cases that are stalled and not progressing at the usual pace. The issue is being closely monitored through CJ Silver, Gold & WCJB governance structures. There is an ongoing need to ensure the shoring up of resources to meet demand. Current understanding of demand is affected by uncertainty in data from partners. Future capability and capacity will be affected by various projects and technology advances including the Digital Case File project due December 2022.	3.5	-

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05 Investigations – Custody	3	3	4	4	Current demand is affected by hidden impact of the video remand hearing requirements, the future capacity of this is so far unknown. Voluntary attender work is ongoing however the additional demand will have unmet resourcing requirements. The continuous improvement custody review is ongoing and when complete will provide a clearer picture in relation to current and future understanding of demand.	3.5	-
05 Investigations – Firearms Licensing	3	2	3	2	Work is ongoing to create a performance data set in order to improve the understanding of demand. This work along with digitalisation of processes and a review of the structures in Firearms Licensing will assist in building future capability.	2.5	-
05 Investigations - Horizon	3	3	4	4	Due to COVID-19 the Justice system has a backlog of cases that are stalled and not progressing at the usual pace creating a backlog of cases sitting with our Horizon team. The issue is being closely monitored through CJ Silver, Gold & WCJB governance structures. There is an ongoing need to ensure the shoring up of resources to meet demand. Current understanding of demand is affected by uncertainty in data from partners.	3.5	-
05 Investigations - Intelligence	1	3	4	3	Current understanding of demand is very good based on the amount of quantitative data already being received. It is likely we will see a similar picture around intelligence development over the next year. New and emerging crime types as well as technology will require us to adapt. The continual demands placed upon the intelligence department are unsustainable. Some investment is needed to meet current demand as well as develop the department to meet new threats. The servicing of Force Operations and the diversion of staff away from managing threat, harm and risk will continue to impact on resourcing. However, with an injection of resources this will be mitigated. Predicted demand has already highlighted a lack of resource in CAB and an uplift in police	2.8	-

					numbers will only increase the expectations upon the Intelligence team.		
05 Investigations - Hate Crime	1	3	2	2	With the use of technology, we understand our current demand. It is difficult to predict future demands but with the improvements described our capacity and capability both now and in the future are good.	2	-
05 Investigations - South West Forensics	3	3	3	3	South West Forensics (SWF) performance reporting is continuing to be developed, and in the main there is a reasonable understanding of current and future demand. However, although there is a reasonable degree of confidence in understanding the future position for Digital Forensics (DF) this is by nature a fast and ever-changing field that will require ongoing reassessment of the current status. SWF have enough resource to meet CSI demand but do not currently have enough DF resources. However, the new staffing structure within DF will provide the required capacity.	3	3.3

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<p>05 Investigations - Counter Terrorism Policing South West</p>	<p>3</p>	<p>4</p>	<p>3</p>	<p>4</p>	<p>The impact of COVID-19 and the inevitable isolation that has been generated is likely to have an impact upon demand but that is yet to be seen and cannot easily be predicted. The counter terrorism field can be a challenging area to conduct trend analysis on and particularly the pursue strand has highlighted this as an area which is particularly challenging. Despite the gap in the capability to forecast demand, capability and capacity is less of a concern as there is a wider CT network which can be called upon for support and the structures are designed to respond to surge demand. The future capability and capacity in this area has been highlighted as an area of concern mainly due to the Protect and Prepare strand. The Emergency Planning Manager is the lead for this area and a single point of failure. That manager is due to retire soon, and succession planning is underway, however in the absence of a known incumbent, this is an area of concern.</p>	<p>3.5</p>	<p>-</p>
<p>05 Investigations - MCIT</p>	<p>2</p>	<p>2</p>	<p>1</p>	<p>2</p>	<p>Demand in homicide cases has been consistent in the last three years and any spikes are managed with the support of the other collaboration force resources. Demand is met at present and the team can regularly offer support to investigations in the Force. Vacancies are filled within reasonable timescales with enough applicants to select. In the event of an increase or spike in cases the team would withdraw some of the wider support and reduce 'green' case progression to manage ongoing cases.</p>	<p>1.8</p>	<p>2.0</p>
<p>05 Investigations - TSU</p>	<p>2</p>	<p>3</p>	<p>2</p>	<p>3</p>	<p>The Regional TSU have a good appreciation of current demand and the ability to deliver against it. The future is less clear due to the challenges and costs of emerging technologies. As much as it reasonable, these are planned for with various workstreams, but there remain some unknowns.</p>	<p>2.5</p>	<p>-</p>

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06 Protecting Vulnerable People	2	4	4	3	PPD currently has shared corporate risks with CID for both the lack of PIP 2 Investigators and deployability. The implementation of FIM 2 will mitigate deployability and provide the capability to tackle the broad range of vulnerability offences in the future, whilst prioritising the safeguarding of those at most risk. A recruitment and retention strategy is in place that will help to address the vacancy rate providing that CPT are able to release officers to the ICIDP.	3.3	2.8
07 Managing Offenders	2	4	3	4	The MOSOVO team are unable to reduce future demand and are required to respond to any RSOs that move to Wiltshire. New working practices are being explored that could reduce the volume of offenders they manage and therefore improve the quality of the OM intervention on offer. The IOM and YOT teams do have more control of workloads but rely on partnership work to demonstrate impact and effectiveness. The impact of VISOR 2 is yet to be understood. A performance framework is still in development.	3.3	3.0
08 Serious Organised Crime	2	3	2	3	Current areas for improvement are known and mitigation is in place to deal with those on a Force and community level. The future for SOC investigation is fairly predictable in that we know what our problems are likely to be – changes in crime types and seasons of offending. However, our future success depends upon investment in partnership working and prevention, both of which we have an input into but not as much control as the pursue element.	2.5	2.8

09 Major Events	3	3	4	4	<p>The diverse areas that HQ Operations covers have differences in the gradings however taken together the scorings are reflected here.</p> <p>Overall the predominant risk areas of concern are within the armed policing and road policing response capability. When focussing on the current capacity, the staffing of the ARV teams is currently insufficient to meet demand when the principle is resident. Plans are being developed to request 10 extra posts to resolve this however this will heavily depend on the ability of staff to pass the iFC, a previous blocker to filling vacancies. The staffing of the CIU appears enough but there are concerns over future capability based on the ISO and the impact that will have on the requirement for individual compliance and accreditation. There are concerns over the succession planning of Command Roles and MIP.</p>	3.5	1.5
10 Knowledge Management and ICT - Information Management and Assurance	2	3	3	3	<p>The Information Management and Assurance Business Area, except for the Force Disclosure Unit, does not record and measure demand in a consistent and meaningful manner. Whilst there is a reasonable understanding of current demand, it is inherently difficult to predict future demand particularly when focusing on DPO / RM demand vs capacity. There are proposed plans to ensure that the department continues to meet future demand, including an establishment review in January 2021.</p>	2.8	2.8
10 Knowledge Management and ICT - ICT	3	4	4	4	<p>Whilst we are meeting demand at present the supporting data from Wiltshire Council is of poor quality and does not support insightful analysis to assist in understanding future demand in the post COVID-19 workplace. While some of these trends such as mobility, agility and localism are not new themes for policing the outcomes which are required will be beyond those which have informed our traditional approach to addressing new demand. There is a significant risk that there will be insufficient funding, change capacity and large skills gaps to</p>	3.8	2.8

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					meet the new demand once it is fully understood. The risk will be exacerbated during a further period of public sector fiscal tightening. For these reasons it is felt the overall rating is 3.8 based on the uncertainty surrounding future demand and the level of investment required to deliver the evolving operating model.		
11 Force-wide Functions - Professional Standards Department	3	3	4	4	Following the change to complaint and conduct legislation there has been a large rise in complaints, this increase has been seen across the entire South West and was not expected. At the current rate, complaints into the Force over this financial year will have doubled from the most recent years and tripled from the numbers received 10 years ago. However, the staffing within PSD is smaller now than it has been over the above stated periods. The Head of Professional Standards is reviewing local procedures and roles to ascertain if improvements to manage the demand can be made utilising current staff.	3.5	2.0
11 Force-wide Functions – Corporate Communications and Engagement	2	4	2	4	The department has a good understanding of current demand and there is the capability and capacity to deal with urgent and important priorities alongside BAU / campaigns. Future changes to department structure could impact on capacity. There is a limited understanding of future demand due to structural review and PCC elections, however plans are being considered to address potential future demand.	3	-
11 Force-wide Functions – Improvement and Change	2	3	3	3	Better processes and tools are in place to help understand current demand than ever before but our ability to capture and understand all types of demand is still a work in progress. Resources are limited however and deployment of these is regularly revised and reprioritised against today's new burning issues, leaving little time to focus on the future and deliver the plans that will help us manage future demand.	2.8	2.5

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11 Force-wide Functions – Health and Safety	2	3	4	4	Understanding of future ‘unknowns’ such as a COVID-19 second wave and Brexit along with current demand is difficult to predict. Capacity of future and current demand is concerning. 80 per cent of current BAU was paused for 7 months due to COVID-19. A recovery plan and mitigation has been developed for current and future demand.	3.3	-
11 Force-wide Functions – Occupational Health	1	2	4	4	Understanding of future and current demand is good. Capacity of future and current demand is concerning. OHU anticipate that the behavioural and emotional impact of the pandemic on physical and psychological health, will increase the demand on OHU going forward. In addition, it is anticipated that demand will increase from the uplift of officer numbers. Taking this into account it’s important that measures are in place to monitor and review demand and OHU capacity. A review undertaken to help mitigate risk and ensure future resilience identified a risk relating to the lack of development opportunities and promotion to assist with succession planning.	2.8	-
11 Force-wide Functions – People Services	3	4	4	3	<p>Resourcing levels continue to be challenging as the department supports complex organisational change programmes as well as requirements associated with business as usual. In an ever-changing external environment, and with future financial challenges, change will be more frequent. Staff move around the department to bridge gaps and to address capacity issues; this then creates more issues around overall resilience resulting in a cycle that is difficult to break.</p> <p>The current issues encountered by the HR operational team continue to impact directly on their interaction with the business and their desire to provide an all-encompassing end to end HR service. The team are so immersed in the day-to-day live demand, continually pushing against the tidal wave of transactional operational ‘noise’.</p>	3.5	3.0

					<p>The HR function requires some investment in order to initiate and support the achievement of an outstanding organisation. The department consists of a great team of dedicated staff that are struggling to meet current demands. Trying to deliver against this and make improvements will take time and will likely not be reached without changes.</p> <p>The HR team not only needs to be structured and resourced to take on the increase in transactional workload, but also be positioned to help push forward the transformation that the police and OPCC desires.</p> <p>If restructure plans come through then with investment, delivery should improve. This is also based on ability to be able to recruit into the department.</p>		
11 Force-wide Functions – Equality, Diversity and Inclusion	4	3	3	3	<p>Other than key stakeholders, the wider organisation does not understand the demand within EDI. This is ever-growing with additional requirements from both the department and staff within. Future demand is extremely hard to assess against an ever-changing backdrop of national, legal and local requirements. Current capability is just about being met but completely at the buffer of demand vs capacity. Future capability remains hard to predict; and capacity will continue to struggle.</p>	3.3	-
11 Force-wide Functions – People Development	3	4	3	4	<p>In the main, People Development will meet current demand. We have the right level of resourcing, and skill / experience, as a function to provide acceptable levels of service across the organisation. COVID-19 has presented significant uncertainties about training backlogs and our ability to recover whilst delivering training. We have a three-month rolling plan, with longer term planning in place for Operation Uplift and the PEQF. Uplift requirements are understood (three years) and PEQF for the next 12 to 24 months. There is much uncertainty regarding future demand, particularly in respect of method of</p>	3.5	2.5

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					delivery. Linked to future demand, the anticipation of an increased digital-mobile learning requirement highlights the absence of an effective VLE.		
11 Force-wide Functions – Finance and legal services	3	2	2	3	Finance have a good understanding of their cyclical demand which is a large majority of the volume in the department. Less well understood is the ad-hoc demand within Insurance and litigation and the ad-hoc volume of work created within the Force itself.	2.5	2.5
11 Force-wide Functions – Estates	2	3	3	2	The demand on the estate is constantly changing with COVID-19 making it harder to understand needs. There are also many projects in the pipeline which are stretching current capacity. The Force does however have a good plan.	2.5	2.0
11 Force-wide Functions – Fleet	2	2	3	3	There are some concerns surrounding the age of fleet. However, this is not out of line with other forces. There may be a requirement for more fleet in the future with Operation Uplift which is unknown.	2.5	2.5