

# Making Wiltshire Safer: Police and Crime Plan 2024-2029

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## **Foreword - Philip Wilkinson OBE, Police and Crime Commissioner**

It is a statistical fact that Wiltshire is one of the safest counties in the country and has some of the lowest reported crime rates.

Despite this, Wiltshire's cities, towns and rural areas are prone to the same threat, harm and risk as larger urban areas and affected by the same broad spectrum of crimes as the rest of the country.

Wiltshire also faces the same serious and evolving threats - both from hostile nations and criminal organisations. These threats can be direct, like the 2018 Novichok poisonings in Salisbury, or indirect, such as the influx of dangerous drugs from overseas that have claimed lives in our communities. Criminal networks often operate internationally - and their influence reaches into our towns and villages, including through drug trafficking, organised crime and anti-social behaviour.

Crime must not be viewed in isolation. The problems we see locally, such as knife crime, shoplifting and anti-social behaviour, are often the result of much larger criminal networks, including "county lines" drug operations that span the UK and beyond. Even offences like hare coursing are linked to international gambling rings, with the same criminals involved in farm thefts and illegal drug production. However, not all criminality is organised and far too many crimes are self-inflicted such as the 'fatal five', including driving with excessive speed or under the influence of drugs and alcohol that cause so many of the serious accidents and deaths on our roads.

The primary duty of Wiltshire Police is to combat crime in all its forms and uphold the law to protect our residents. Crime prevention, victim support, and reducing reoffending are key priorities, achieved through my office's partnerships with Wiltshire and Swindon's local authorities, the criminal justice system, and other community stakeholders. My office is working together with the Chief Constable and her Leadership team to transform Wiltshire Police from a force into the police service which Wiltshire's residents want, need, and deserve.

As Police and Crime Commissioner (PCC), my role – on behalf of Wiltshire's residents - is to hold the Chief Constable accountable for delivering an effective and efficient police force. At the same time, I am personally responsible for ensuring that Wiltshire Police operates as a trusted and legitimate service that makes our communities feel safer. The goals of my Police and Crime Plan are to improve the policing service our communities receive, increase public trust and confidence in our police and Making Wiltshire Safer for all.

## What are the risks and threats in Wiltshire?

The first step in developing my Police and Crime Plan is to clearly identify the criminal threats facing our communities. This process involves gathering feedback from local residents and balancing this with professional assessments from the police and other safety partners.

Key threats identified in our recent consultations with our communities include:

- Youth violence and gang culture
- Exploitative drug networks
- Serious and Organised Crime
- Male Violence Against Women and Girls (VAWG)
- Child abuse and sexual exploitation
- Modern Slavery

These threats are assessed based on how likely they are to occur and the severity of the harm they cause. Harm can take many forms, including physical harm, property damage, financial loss, psychological impact, or the potential for serious personal harm. Understanding the individuals and groups behind these crimes is crucial to addressing them effectively.

In Wiltshire, most of these threats come from serious organised crime (SOC) groups and gangs, particularly those controlling drug networks. These groups contribute to gang violence, youth crime, and rural theft, such as stealing valuable farm equipment. Their main motivation is financial gain, with little concern for the damage they cause to our communities.

In addition to tackling male violence against women and girls, and child abuse, Wiltshire Police faces the ongoing challenge of disrupting and dismantling the organised crime networks causing the most harm across a range of criminal activities.

The Police Strategic Needs Assessment tells us that the biggest threats to Wiltshire and Swindon are:

- Youth Violence and Gang Culture
- Child Sexual Abuse and Exploitation
- Violence against Women and Girls
- Exploitative Drug Networks

Top five crime types by volume in Wiltshire:

- Violent Crime – 17,400
- Anti-Social Behaviour – 10,400

- Criminal Damage – 4,500
- Shoplifting – 4,000
- Public Order offences – 3,800

Crime types with the highest rate of increase:

- Theft from the person +33.4%
- Vehicle Crime +11.1%
- Shoplifting +6.7%
- Possession of weapons +6.1%
- Drug crime +2.3%

The Use Your Voice survey highlighted five issues the public were concerned about in their area:

- Anti-Social Behaviour
- Drug Use and Dealing
- Speeding and Road Traffic Offences
- Fly tipping and environmental crime
- Knife Crime and other Serious Violence

Through our Use Your Voice survey, the public told us they wanted the PCC to direct funding to:

- Knife crime and serious violence
- Drug dealing, including county lines
- More visible policing
- Antisocial behaviour

## What does our community want us to focus on?

The consultation survey for the Police and Crime Plan 2024-2029 reveals several key findings that reflect public concerns and priorities regarding policing in the region. The results have been analysed by Wiltshire Police's Business Intelligence department and the results have been uploaded to our website. You can access them on the same page as this plan.

### Key Findings

#### 1. Perception of Crime and Anti-Social Behaviour (ASB):

- A significant portion of respondents (57.1%) feel that Anti-Social Behaviour has worsened over the past two years, with this perception being stronger in Swindon (68.9%) compared to Wiltshire (53.6%). Additionally, 60.1% of respondents believe ASB has worsened compared to five years ago.
- Concerns about safety also vary, with 61.2% feeling safe during the day, but only 35.4% feeling safe at night. Swindon residents report feeling less safe than those in Wiltshire.

#### 2. Priorities for Policing:

- When asked where funding should be directed, respondents prioritised knife crime and serious violence, drug dealing (including county lines), more visible policing, anti-social behaviour, and serious organised crime networks.

#### 3. Police Performance and Public Trust:

- The survey indicates a mixed perception of Wiltshire Police's effectiveness in investigating crimes, with 35.7% rating them as adequate but 30.0% suggesting improvement is needed. Swindon respondents, in particular, were more critical, with 18.1% rating the police as inadequate.
- Trust in the police remains cautious, with 32.7% expressing neutral confidence in Wiltshire Police's ability to keep them safe, while 31.4% are more confident.

#### 4. Crime Reporting and Satisfaction:

- The majority of crime victims (70.5%) reported their incidents to the police, yet satisfaction with the police response is low, with 55.8% expressing dissatisfaction. This dissatisfaction is more pronounced in Swindon.
- A significant barrier to reporting crimes is the belief that nothing would be done, cited by respondents who chose not to report.

#### 5. Communication and Engagement:

- Respondents feel inadequately informed about crime and public safety issues, with 35.0% indicating they do not receive sufficient updates from the police. Social media was identified as the preferred channel for receiving information.

### Public Focus Areas

The most recent list of concerns identified in our recent online survey by our communities relate to:

- Public perception of crime and anti-social behaviour

- A greater police presence on the streets
- Communication and engagement
- Poor police performance and limited public trust

The four issues are interconnected. Since the last Police and Crime Plan, Wiltshire Police have seen improvement in positive results (such as arrests, out of court resolutions, and prosecutions) across various crime categories, including anti-social behaviour, with the exception of retail crime in Wiltshire and Swindon.

There is still much to be done for Wiltshire Police to become an exceptional force, and to address these broad public concerns; the goal is not only about Making Wiltshire Safer but also to ensure that communities and residents feel safer – and not just because statistics tell them they should. This will necessitate not only increasing frontline officer numbers in the longer term but also expanding community engagement efforts. Improving performance and gaining public trust and confidence is essential to shifting the negative perceptions of the police, both locally and nationwide, and convincing our residents and communities that they are indeed safer.

## My priorities

Targeting police resources to where they can best tackle crime and reduce harm requires accurate data and analysis. While there is a general lack of trust and confidence in Wiltshire Police, all too often shop-keepers do not report shoplifting; and farmers will often prefer to deal with the National Farmers Union if they are victims of incidents rather than reporting the crimes of which they were victims. This creates a false impression that Wiltshire is safer than it actually is, which makes it difficult to persuade the Home Secretary to change the police funding formula and allocate more funding to rural counties. The joint challenge for the PCC and Chief Constable is to break this cycle of a lack of trust and confidence, a failure to accurately report crime, and a consequential failure to deploy the necessary resources to effectively and successfully fight the crimes that led to the lack of trust and confidence in the first place.

I have outlined four key priorities in the Police and Crime Plan for 2025-2029, each of which addresses critical aspects of community safety and justice in the region. These priorities are designed to enhance public trust, reduce crime, and ensure the needs of victims and communities are met effectively. These are:

- A Police Service that Meets the Needs of its Communities
- Reduce Violence and Serious Harm
- Tackle the Crimes That Matter most to Local Communities
- Improve the Experience of Victims and Deliver Justice

### **1. A Police Service That Meets the Needs of Its Communities**

This priority focuses on ensuring Wiltshire Police are responsive to the concerns and needs of all communities in the area. The rationale behind this priority stems from the recognition that public trust in the police is fundamental to effective policing. To achieve this, I aim to build strong relationships between the police and the community, with a particular emphasis on increasing public confidence and engagement. This includes recruiting a diverse police workforce, which reflects the community it serves, enhancing the quality of service, and ensuring every reported crime is met with a timely and appropriate response. Building a culture of integrity and respect within the police force will impact the trust that communities place in Wiltshire Police.

### **2. Reduce Violence and Serious Harm**

The second priority is aimed at addressing and mitigating the most serious forms of crime, particularly those that cause significant harm to individuals and the community. The rationale for this focus is rooted in the understanding that reducing violence and serious harm is essential for safeguarding the most vulnerable members of society. The plan emphasises the need for targeted interventions and proactive measures to prevent such crimes. This includes working closely with partners to tackle issues like domestic abuse, sexual violence, and serious and organised crime.

### **3. Tackle Crimes That Matter to Local Communities**

This priority is based on the principle Wiltshire Police should be responsive to the specific concerns of local communities. Different communities may face different types of crime, and addressing these effectively requires a tailored approach. The plan highlights the importance of understanding the unique challenges faced by each community and ensuring that police resources are allocated accordingly. By prioritising crimes that are most relevant

to residents, such as anti-social behaviour, burglary, and drug-related offences, we will improve the quality of life for all residents and build stronger, safer communities.

#### **4. Improve the Experience of Victims and Deliver Justice**

The final priority underscores the importance of supporting victims of crime and ensuring that justice is served. The criminal justice system must not only bring offenders to justice, but also provide adequate support to victims throughout the process. The plan includes measures to improve the experience of victims by ensuring that they receive timely updates on their cases, access to support services, and fair treatment. By focusing on delivering justice and enhancing the victim experience, we will increase public confidence in the criminal justice system and ensure that victims feel heard and supported.



## **Priority 1: A police service that meets the needs of its communities**

- Effective policing in this country is based upon public consent. We will therefore ensure that Wiltshire Police reflects the many communities that it serves in the county.
- Wiltshire Police will continue to ensure its recruiting and vetting processes are of the highest standards, and that our leadership, management and technical police training courses build and support an effective workforce that makes Wiltshire safer.
- We will continue to invest in the Crime and Communications Centre (CCC), improve our response times, and provide a more effective and timely investigative service with enhanced victim support.
- We will continue to work with the Chief Constable and support her community commitments strategy by using a range of in person and digital methods to engage positively and listen with all of our young people and diverse communities.
- We will continue to support the Chief Constable to put in place effective leadership, management and technical policies, systems, procedures and plans, supported with a clear chain of command to deliver the most cost-effective policing model.
- We will continue to support the efforts of the Chief Constable to build and expand the Force's Neighbourhood Policing Teams, to put more officers and PCSOs on the frontline and raise the policing profile and expand our community engagements.
- We will continue to support the Chief Constable to build a professional ethos that is outwards facing, and operationally focused on reducing crime and investigating crime, while providing an outstanding customer service and protecting victims.
- Taking advice from the Chief Constable, we will ensure that Wiltshire Police is best equipped and supported to deliver its service.
- My Office will continue to be the public contact point, working to resolve complaints or refer them to Wiltshire Police professional standards to conduct investigations

### **What outcomes do we want?**

- Communities to have greater trust and confidence in Wiltshire Police, feeling that police are accessible and resolve local issues
- Wiltshire Police will improve engagement across our communities, so that those communities have greater trust and confidence in Wiltshire Police
- Wiltshire Police will improve the quality of policing services and leadership development to our police officers and staff to improve performance
- Wiltshire Police will ensure all frontline officers, staff and leaders have access to technology and tools to increase productivity and provide effective and efficient policing
- Wiltshire Police will resolve complaints as quickly as possible and identify and learn lessons to improve policing

### **What are our key performance indicators?**

- Wiltshire Police will increase the public confidence in local policing as measured through the Use Your Voice and our new joint Public Confidence survey, which starts in 2025.
- Wiltshire Police will increase the number of community engagement events, making the police more accessible to communities.
- Wiltshire Police will reduce average times to answer calls to police for emergency and non-emergency calls, whilst maintaining effective assessment of risk to the public.
- Wiltshire Police will increase further action taken across all crime types.
- The OPCC will reduce the average length of time to triage and investigate complaints.

## **Priority 2: Reduce violence and serious harm**

I will prioritise:

### **VIOLENCE REDUCTION**

- Support the delivery of our obligations under the Serious Violence Duty (SVD), bringing together partners to take a public health approach to reducing and preventing violence in our communities, including knife crime and gang-related violence.
- We will ensure that Wiltshire Police responses are trauma informed with a child-first approach taken.
- We will work with our Community Safety Partnerships (CSPs) in Wiltshire and Swindon to better understand the causes of serious harm so we can tackle the symptoms and consequences of serious harm in a comprehensive manner, and to protect and prevent young and vulnerable people from harm caused through serious, organised, criminality.
- We will continue to work with partners, mentoring schemes, charities and organisations which deter young people from carrying and using knives and protect young people away from crime.
- We will continue to explore additional potential funding streams to support our existing obligations and actions under the SVD scheme and to work with local authorities and partners to take a public health approach to reducing serious violence in our communities.

### **MALE VIOLENCE AGAINST WOMEN AND GIRLS AND DOMESTIC ABUSE**

- Wiltshire Police will continue to improve its skills and training to improve preventative work and investigative standard to provide better victim care and increase action taken by police.
- We will invest in and collaborate with community safety partners to tackle domestic abuse, ensuring we meet our obligations under the Domestic Abuse Act 2021. This includes implementing local plans focused on protecting and supporting victims while holding offenders accountable.
- We will work with Swindon Borough, Wiltshire Council, and town and parish councils to continue to expand our Safety at Night Charter. Together, we will invest in making public spaces safer and more secure for all residents, ensuring everyone feels safe after dark.
- We are committed to raising awareness and enhancing our response to victims of stalking and harassment, ensuring they receive the support and protection they need, whilst supporting bystanders to intervene effectively and safely, and tackle misogyny where it occurs.
- We will ensure specialist VAWG victim services are in place to provide emotional, practical, and health support. This includes providing dedicated sexual violence advocates to guide victims through the criminal justice process.

### **CHILD ABUSE AND CHILD EXPLOITATION**

- We will collaborate with Swindon and Wiltshire Councils, safeguarding partners, and families to proactively prevent, identify, and address child abuse, online grooming, exploitation, and radicalisation.
- We will Implement and enhance the Exploitation Strategy by focusing on key areas:
  - Promoting healthy relationships education.
  - Addressing the concerning decline in rape conviction rates.
  - Equipping frontline staff with the necessary skills to effectively respond to and support disclosures of abuse.

### **ORGANISED CRIME, COUNTY LINES, EXPLOITATION**

- We will work with Wiltshire's Chief Constable, and others in the south west region, to co-ordinate enforcement and eliminate the threat from serious organised criminals including tackling county lines and drug dealing, gang violence, modern slavery, and exploitation.
- We will work with Wiltshire Police and other south west police forces to maintain high levels of disruption to target organised crime networks and county lines through Operation Scorpion.
- Work with our Community Safety Partnerships (CSPs) through 'Clear, Hold, Build' to protect communities and prevent young and vulnerable people from harm caused through serious organised criminality.

### **What are our outcomes?**

- Reducing knife crime and gang related violence.
- Victims and vulnerable people feel supported.
- Reducing the vulnerability of those who are victims of domestic abuse, sexual violence, violence against women and girls, exploitation and child abuse.
- Protect more victims by taking all appropriate action to stop offenders by using preventative orders and bringing more offenders before the courts.

### **What are our key performance indicators?**

- We will reduce rates of knife crime and gang related violence.
- We will Increase the Formal Action Taken (FAT) rate for Violence with Injury.
- We will increase in overall victim satisfaction.
- We will increase % of victims accessing services who feel less vulnerable as a result of the support they have received.
- We will Increase Formal Action Taken (FAT) rate domestic abuse offences, sexual offences and violent crime, including preventative orders.
- Feelings of safety as measured in the Use Your Voice survey and other related safety and confidence surveys.
- Increase SOC and County Lines disruptions by Police.

## **Priority 3: Tackle crimes that matter to local communities**

I will prioritise:

### **ANTI-SOCIAL BEHAVIOUR**

- A proactive approach to monitor levels of crime and anti-social behaviour to identify “hot spots” and support a problem-oriented approach to solve deep-rooted issues affecting quality of life.
- We will continue to explore all government funding options to tackle ASB.
- We will continue to work with the Chief Constable, Community Safety Partnerships, local authorities and other partners to further the clear, hold build approach to ASB in identified hot-spot areas.
- As the ‘convenor’ of partnerships, we will continue to build relationships and work with our local authorities and other partners to tackle the causes, symptoms and consequences of ASB in all its guises.
- We will continue to use our commissioning services to work with young people and those charities that encourage and provide safe spaces and recreational, diversionary activities for young people.
- When necessary, we will work with the police and local authorities to enact protection and tools and powers to enforce ASB laws as appropriate to keep our communities free of ASB.
- Supporting the expansion of Neighbourhood Watch schemes across the force area to keep local communities safe.

### **RURAL CRIME**

- We will continue to ensure that Wiltshire Police maintains its focus on arresting and prosecuting those engaged in rural and urban acquisitive crime.
- We have initiated another regional collaboration, called Operation Ragwort, which is an intelligence led operation to tackle those SOC gangs engaged in rural acquisitive crime and who threaten our farmers with violent consequences should they be interrupted mid crime and challenged. We will ensure that we continue to build Operation Ragwort and make our farmers and rural communities safer.
- Work with the farming community, National Farmers Union and local councils to share information and intelligence, identify those ongoing criminal activities and increase the confidence of our rural communities in their policing service.
- Doing effective, targeted work with partners to protect the unique and endangered wildlife of the communities of Wiltshire.
- Increase victim satisfaction and reduce repeat victimisation of those affected by rural crime.

### **RETAIL CRIME, CYBERCRIME AND FRAUD**

- Working with town centres and retailers work to coordinate efforts to increase security and support economic development in our town centres.
- Develop Business Crime Reduction Partnerships to tackle increases in shoplifting and crimes against retail workers.
- Working with the Chief Constable, implement streamlined processes for easier crime reporting.
- Work with partners, such as trading standards and Action Fraud, to increase public and business awareness of how to stay safe online to prevent fraud, scams and online fraud.
- Increase the policing capability to combat cybercrime and working with the south west Cyber Resilience Centre to protect local businesses from fraud and cybercrime.

## **ROAD SAFETY**

Ensuring the safety of all road users is a key priority in my Police and Crime Plan. We work proactively with partners as an integral part of the Wiltshire and Swindon Road Safety Partnership (WSRSP) with the shared objective of aligning with the Vision Zero strategy. This is a commitment to a long-term and multi-agency undertaking to combine and optimise partners extensive expertise to reduce and ultimately eliminate all road fatalities and serious injuries on our roads. To achieve this, we will continue to work constantly towards safer roads, safer vehicles, safer road users and safer speeds and to also ensure post incident response continues to be of the highest of professional standards.

To be effective in these areas of road safety requires a comprehensive approach which integrates engineering, enforcement and education activities. Engineering relates both to the huge safety advances constantly being made by technical innovations in car and motorcycle design and manufacture, and also to the effective maintenance and ongoing improvement of road design, signage, and infrastructure which significantly reduce the likelihood of collisions on our road network.

We will continue to record, investigate and establish the cause of every road traffic collision which involves a fatality or serious injury in accordance with national guidance, and we will prosecute for offences where appropriate. Working with the WSRSP, we will review all of these incidents to establish and react to whatever can be learned from them. We will work with Area Boards and Parish Councils to listen to, and understand, local concerns and react with existing resources by appropriately prioritising response to emerging risks.

We will continue to deploy and develop our enforcement capabilities to deter dangerous driving behaviours through proactive policing and the use of advanced technologies like speed cameras. We also use emerging technologies such as Artificial Intelligence which can detect those illegally using mobile phones or not wearing seatbelts. We have responded to the increasing use of technology within our communities of technology such as dashcam, mobile phone footage, digital photographs and CCTV, and to capture this welcome information we have provided a means by which these images can be uploaded to Wiltshire Police's website. When of a suitable quality and if received quickly, this can and has directly led to successful prosecutions. We will also provide an enforcement response to road related anti-social behaviour.

Equally important is continuing to educate on safe driving practices, raising awareness of risks, and promoting a culture of responsibility among road users. Multi-agency partnership working, including collaboration with local councils, transport authorities, and community groups, is crucial in delivering these initiatives. The five main causes of fatal and serious collisions are; failure to wear a seatbelt, speeding, driving whilst distracted, driving under the influence of drink or drugs, careless driving which includes driver fatigue and our education activities will focus on continuing to deliver these messages.

We will continue to support the successful Community Speed Watch speed education initiative and encourage parish councils to invest in approved Speed Indicator Devices (SID) where appropriate. (SID's) are the interactive, real time and highly visible devices which use "digital smiley or sad faces and speed indication" but also provide us with the necessary data for our systems to identify speeding hotspots and on an informed basis, enable us to effectively deploy our Community Speed Enforcement Officers in response.

By working in partnership in this way and bringing together expertise from various sectors, Wiltshire is better equipped to address road safety challenges and ensure the county's roads are safer for everyone.

- Wiltshire Police will work with Wiltshire Police, Swindon and Wiltshire Councils, Dorset and Wiltshire Fire and Rescue Service to deliver the Road Safety Strategy to reduce numbers killed, or seriously injured, on our roads by improving road design, educate road users and joint enforcement action on speeding, drink and drug driving.
- We will continue to work through the Neighbourhood Harm Reduction Unit, Local Authorities, Highways England and other partners to ensure that we take a comprehensive problem-solving approach to road safety challenges.
- We supported the Chief Constable to better equip the Serious Crash Investigation Team (SCIT) to better understand the causes of traffic accidents, identify lessons and make our roads safer.
- We will continue to ensure that our Community Speed Watch (CSW) Teams are supported and enthused to support our wider speed enforcement activities.
- We will continue to work with our CSW teams and encourage town and parish councils to invest in Speed Indicator Devices (SID) that provide us with the necessary data to identify speeding hotspots and persistent offenders, and deploy our Community Speed Enforcement Officers accordingly.
- Wiltshire Police has recruited, trained and equipped a team of Community Speed Enforcement Officers to increase our enforcement capability.
- We supported the Chief Constable to expand the Roads Policing Unit and to ensure they have the necessary equipment and technologies to enforce the law and make our roads safer.

### **What are our outcomes?**

- Increase resident's feelings of safety in their communities.
- Reduce the volume of ASB reported to the police.
- Reduce the number of those killed or seriously injured on Wiltshire's roads.
- Increase victim satisfaction of those affected by retail crime.
- Reduce rural crimes and increase victim satisfaction rates of those affected by rural crime.

### **What are our key performance indicators?**

- We will increase feelings of safety as measured in the Use Your Voice survey and other safety and public confidence surveys.
- We will work to reduce the numbers of Killed and Seriously Injured on Wiltshire's roads.
- We will work to reduce the number of shoplifting incidents.
- We will increase the Formal Action Taken (FAT) outcome rate for Rural Crime.
- We will reduce the number of rural crime incidents, and prevent repeat victims.

## **Priority 4: Improve the experience of victims and deliver justice**

I will prioritise:

### **VICTIM CARE AND SUPPORT**

- Collaborate with the Chief Constable to ensure that victims, irrespective of their background, feel confident in reporting crimes to the police.
- Work with the Chief Constable to enhance public confidence in reporting crimes and improve their satisfaction with the police service.
- Allocate resources to specialised victim support services, ensuring that all crime victims receive the necessary assistance to cope and recover, whether or not victims make a report to the Police.

### **MENTAL HEALTH**

- Support the “Right Care, Right Person” approach to ensure that the right agency is dealing with mental health issues.
- Work with the NHS and broader Criminal Justice System to ensure that offenders with mental health issues receive the treatment they need.

### **THE CRIMINAL JUSTICE SYSTEM**

- As Chair of the Wiltshire Criminal Justice Board (WCJB), co-ordinate criminal justice agencies to deliver a criminal justice system which has the confidence of our communities.

### **RESTORATIVE APPROACHES AND OUT OF COURT RESOLUTIONS**

- Support the use of Restorative Approaches to help give victims a voice and for offenders to understand the impact of their actions.
- Increase the use of Out of Court Resolutions to ensure speedy justice while reducing the burden on the broader Criminal Justice System.

### **REDUCE RE-OFFENDING**

- Reduce re-offending to prevent further victims of crime and support offenders to rehabilitate back into society – particularly focusing on young people, female offenders and those causing the most harm to communities.
- Continue to support the Youth Justice Services in Swindon and Wiltshire to prevent offending by young people and keep them out of the Criminal Justice System.
- Invest in drug treatment services with Wiltshire Council and Swindon Borough Council.
- Improving support for veterans in the criminal justice system to keep meeting the pledges within the Military Covenant through the Military in Justice steering group.

### **What are our outcomes?**

- Victims are supported throughout, receiving emotional and practical support, and being updated about progress of their case through the criminal justice service.
- Ensure offenders recognise the impact of their crimes and we reduce the risk of them offending again harming more victims.
- The criminal Justice system in Wiltshire is efficiency planned and operating across the sector, providing justice, supporting victims and reducing offending.

**What are our key performance indicators?**

- We will increase victim satisfaction rate.
- We will reduce the reoffending rate.
- We will increase successful drug treatment success rates.
- We will work to reduce the numbers of first-time entrants into the youth justice system.
- We will strengthen the use of court orders to tackling offending and its causes such as mental ill health, substance misuse and alcohol.



## Finance and resources

On 18 January 2024, the Wiltshire and Swindon Police and Crime Panel supported my budget proposals for 2024/25 and my Medium-Term Financial Strategy.

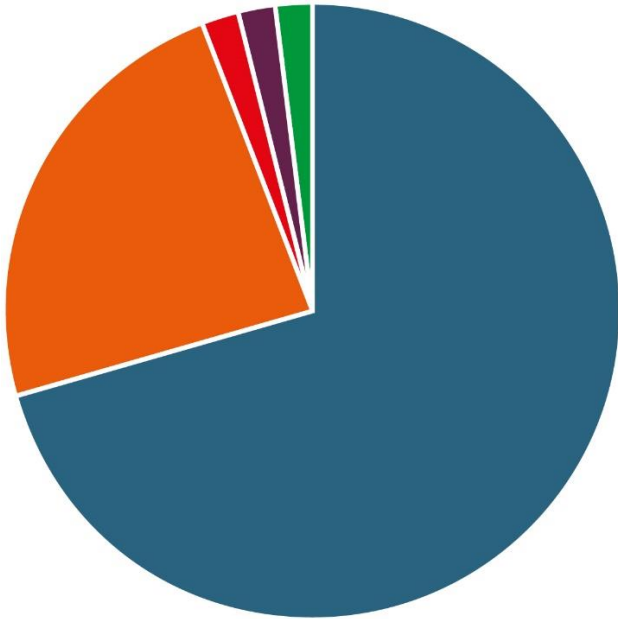
This provides an overall budget of £155.086m for me to secure an effective and efficient policing service and deliver this Police and Crime Plan. I will work to ensure that all resources are spent as effectively and efficiently as possible in the delivery this plan.

As the role and focus of my office continues to develop, I will continue to invest in commissioning non-policing services.

This is particularly important as I invest in preventative and criminal justice services which are provided by other public bodies or the voluntary and community sector.

Currently this equates to 2.1% of the overall budget and details of how I intend to spend this money in 2024/25 will be published on my website as well as commissioning intentions for the future.

### PCC FUNDING ALLOCATION 2024/25



**70.7% Chief Constable Policing**

Includes all frontline policing services that are both visible and non-visible to the public.

This includes all police officers in neighbourhood teams, response and detectives. It also includes police staff crime investigators, 999 and 101 call handlers and Police Community Support Officers%

### **23.7% Shared Services**

Functions which provide support and enable the frontline and Wiltshire Police and OPCC to deliver effectively. This includes functions such as recruitment, human resources, IT, estates, legal services and training. These services are hosted by either Wiltshire Police or Wiltshire OPCC.

### **1.8% OPCC Office**

This is the cost of the OPCC to deliver the responsibilities and requirements of the PCC, includes the PCC and all legally required posts, service recovery and police complaints, and co-ordination of victim services, community safety and criminal justice.

### **2.1% OPCC Commissioning**

This is the OPCC funding directed to service provision outside of policing. This includes all victim support services, work to tackle domestic abuse, prevent offending and early intervention and supporting community initiatives to prevent and reduce crime.

### **1.7% Capital Contribution**

This is the amount of money that is directed to long-term investments such as estate and significant ICT systems. It does not cover purchases with a short period of use such as vehicles or laptops.

## **The strategic policing requirement**

Modern policing is complex. To address this, the Home Secretary has mandated that all Police Forces and Police and Crime Commissioners contribute resources towards national policing issues, known as the Strategic Policing Requirement (SPR). All national policing requirements have impacts in local communities and work set out in this plan reflects some of the local contribution to the national priorities.

Currently, the SPR focuses on the following issues:

- Male Violence Against Women and Girls (VAWG)
- Child Sexual Abuse
- Terrorism
- Serious and Organised Crime
- National Cyber Security Incidents
- Threats to Public Order or Public Safety
- Civil Emergencies

The PCC is required to consider the Strategic Policing Requirement (SPR) in development of this Police and Crime Plan. In the creation of this plan all aspects were considered as part of the threat, risk and harm and this plan reflects the specific areas of focus the PCC has set based on this consideration.

The Chief Constable is responsible for having due regard to both the Police and Crime Plan and the Strategic Policing Requirement when exercising their functions, and the Police and Crime Commissioner holds the Chief Constable accountable for doing so through our governance framework. The PCC also highlights a range of actions taken to deliver against the SPR functions annual in the Annual Report.

## Communicating with the public

At the very centre of the Police and Crime Commissioner's role is communication and engagement – with the county's residents and with Wiltshire Police - but also with many other partners, local authorities, stakeholders and interested parties.

Policing and criminal justice touches all aspects of our community and by communicating effectively with them, the PCC, and the OPCC, is able to show residents how they are delivering the priorities which matter to them and is able to effectively ensure the public's voice is represented throughout.

We aim for the PCC, and the OPCC, to have better communications with communities, enabling essential feedback which directly informs policies and plans which affect the area we serve – ensuring the public's voice in policing is being heard, listened to and directly effects the service they receive. It also enables the PCC to show how he is effectively monitoring Wiltshire Police performance and is exercising his duty to scrutinise, challenge and support the Chief Constable to deliver a quality, effective, police service which our residents want – and deserve.

We want to ensure the PCC and the Office is equipped with essential feedback from the public which directly informs policies and plans which affect the area we serve – ensuring the public's voice in policing is being heard, listened to and directly effects the service they receive.

We achieve this by:

- Regular consultation – online or in person – at numerous engagement events around the county. All feedback is noted and fed back to the appropriate OPCC or Wiltshire Police department.
- Use Your Voice – the PCC will annually ask for residents' feedback on police service, the policing budget, police and crime plan priorities. This valuable feedback directly informs decision-making and is scrutinised by the police and crime panel.
- Victims Voice – the OPCC, in partnership with Wiltshire Police, asks victims of crime about their experience of the policing and support services. Feedback directly informs Wiltshire Police and Commissioned Services about where improvements need to be made.
- Public Confidence surveying – the OPCC, in partnership with Wiltshire Police, will ask randomly selected residents to explain their experiences of policing and their perception of feeling safe and about their trust and confidence in the county's policing.
- Other related surveys throughout the year on specific theme ie: rural crime, safety at night, violence against women and girls (VAWG).

## Governance, scrutiny and oversight

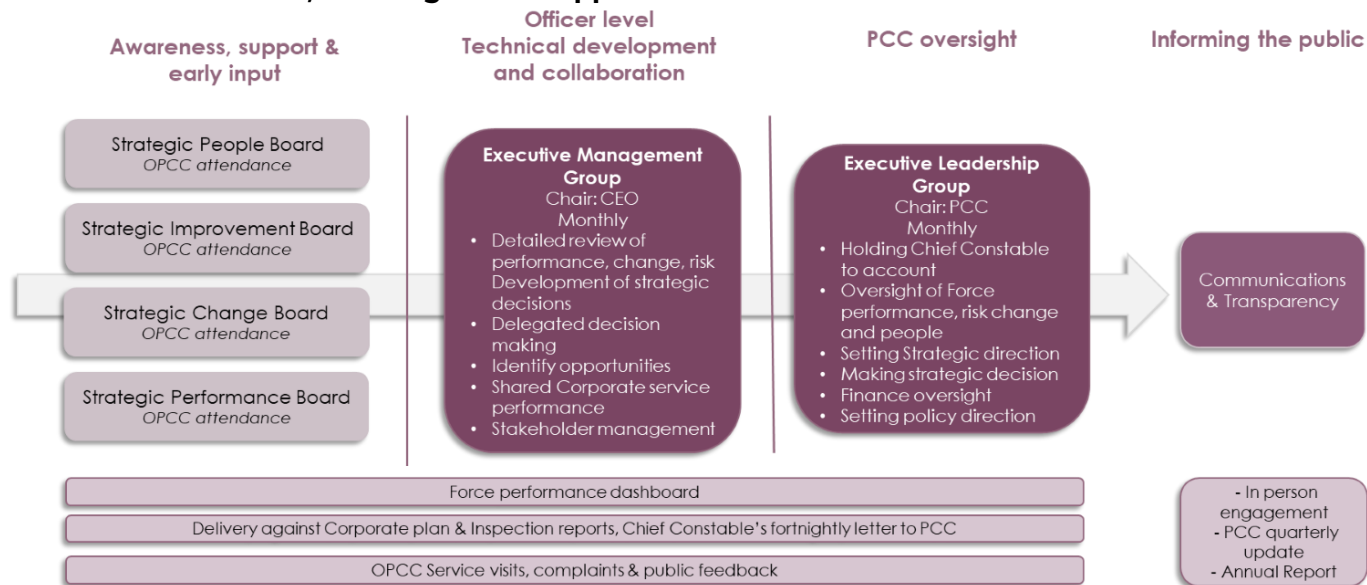
As Police and Crime Commissioner, one of my most crucial responsibilities is scrutinising the performance of the Force. My primary duty is to ensure the provision of an efficient, effective, and value-for-money police force which reduces crime. To fulfil this duty, I have established a transparent system for holding the Chief Constable accountable for delivering policing services in Wiltshire.

Both Wiltshire Police and my Office provide updates about the performance and delivery of policing, community safety and justice in our area. Further information is provided on our website

My Office has extensive governance, scrutiny and oversight mechanisms in which to support, challenge and scrutinise the performance of Wiltshire Police, the Community Safety partnerships and the Criminal Justice Board.

I oversee the implementation of this plan through the Executive Leadership Group, where I monitor the Force's performance against the Police and Crime Plan, as well as the policing budget. This group serves as my main decision-making forum, and all relevant documents and significant decisions are published on my website. Additionally, I receive independent reports from Her Majesty's Inspectorate of Constabulary (HMIC).

### How the PCC scrutinises, challenges and supports Wiltshire Police



## Scrutiny

## **THE POLICE AND CRIME PANEL**

Ultimately, I am accountable to the communities of Wiltshire and Swindon and provide regular communications and an Annual Report on the progress of my Police and Crime Plan.

In addition, the Police and Crime Panel, a committee of local councillors and independent members, has the statutory authority to review my Police and Crime Plan, make recommendations on my budget and scrutinise and support my activities as the Police and Crime Commissioner. Details of these meetings can be found here: [Browse meetings - Democratic Services - Wiltshire Council](#)

Through my Publication Scheme, I aim to publish information to assist the Panel and the public in following my work and activities. In addition to responding to requests for information and questions. My ethos is to publish all information unless there is an explicit reason not to do so. There is extensive information on my decisions, how we spend public money and provide effective governance on my website.

## **THE JOINT INDEPENDENT GOVERNANCE AND RISK AUDIT COMMITTEE**

The Chief Constable and I have formed a Joint independent Governance and Risk Audit Committee (JIGRAC) to support and challenge specific activities carried out by Wiltshire Police and my office. This committee provides an independent, high-level focus on audit, assurance, risk management, and reporting arrangements, which are essential for good governance and financial standards. More details about the Committee's work can be found on my website.

## **POLICE POWERS SCRUTINY PANEL**

Since 2016, Wiltshire Police has operated a Stop Search Scrutiny Panel to review police actions related to searches, assessing their legality, proportionality, and necessity.

Panel attendees, who are members of the public with a keen interest in policing practices, provide valuable feedback and opinions on the use of Stop Search in their communities.

In 2020, the Police Powers Scrutiny Panel was established to expand the remit of the original Stop Search Panel to include interactions involving the 'Use of Force,' thereby enhancing transparency in the use of potentially contentious powers.

The new Police Powers Scrutiny Panel along with the Stop Search meets every six weeks on a rotational basis. It is led by an independent chair, and membership is encouraged from individuals with diverse backgrounds, skills, age and experiences. Panel members receive in formal training to help them understand the demands on officers in these challenging areas of policing.

Scrutiny involves reviewing the grounds used by officers in recent Stop Searches or Use of Force scenario, conduct of the lead officer and assessment of officers' body-worn video camera footage.