



## DOCUMENT CONTROL SHEET

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## Section 1 - Introduction

### Foreword by the PCC

Welcome to the Police & Crime Commissioner's Annual Report 2021/22.

Since starting in this role, my mission has always been to make Wiltshire a safer place to live, work and visit, and I want the goal of Wiltshire Police to be that: 'One crime is one crime too many.' And my goal for the Office of the PCC is: 'One victim is one victim too many.'

Before taking on this role, I served for 32 years in the British Army with the Royal Artillery, Commando and Parachute Brigades and Special Forces, including six years in Northern Ireland mainly with the Royal Ulster Constabulary Special Branch. For the last 20 years I have been employed by HMG to scrutinise, challenge and help reform and develop effective counterterrorism forces and strategies in Rwanda, Iraq, Afghanistan, Palestine and Somalia. And now as a resident of Wiltshire for the last 30 years, I am delighted and privileged to be able to bring that experience back home to serve local residents.

This report therefore outlines the actions I have taken since my election in August 2021 as the Police and Crime Commissioner for Wiltshire and Swindon.

I had been made aware of the many concerns of our residents during my election campaign and from the outset, I was determined to engage as much as possible with residents, communities, businesses and partner organisations to shape the development of my Police & Crime Plan. I also quickly identified areas for concern within the strategic planning and management of the force and my office that needed to be improved in order to deliver my plan.

I very quickly determined that Wiltshire Police, as well as my office, needed to go back-to-basics and restructure their management processes if we were to deliver exactly what our residents want – a quality, frontline, policing service which tackles the crimes which matter most to them. Namely to safeguard all of our residents from harm, prevent crime, support victims, bring offenders to justice, and to break the cycle of offending to prevent further victims.

Consequently, when we produced my Police and Crime Plan, it was designed to ensure that the efforts of Wiltshire Police and the Office of the Police & Crime Commissioner (OPCC), working in partnership, were as closely aligned with our residents' concerns and aspirations as possible and, to reinforce that aspiration, we conducted a comprehensive consultation and engagement process to support the plan's development. By asking people to '**Use Your Voice**', residents from across the county have helped me to shape the plan and we have used that feedback to ensure that we have the effective management processes in place to ensure those concerns are directly addressed.

### PCC Elections in 2021

PCC elections took place in Wiltshire on 6 May 2021. On 9 May, ahead of the count taking place on 10 May, the Conservative candidate at the time publicly acknowledged a previous conviction for drink driving. Under eligibility for PCC candidates this means the individual was not eligible to take the office of PCC, if elected.

In line with relevant legislation, the earliest that another PCC election could take place was 19 August 2021. This was duly held and the Conservative candidate, Philip Wilkinson OBE, was elected as the Police & Crime Commissioner for Wiltshire, taking office from 26 August 2021.

As is required by legislation, during the intervening period between elections the Police & Crime Panel appointed OPCC Chief Executive Kieran Kilgallen as the acting PCC, and Najj

Darwish as OPCC Acting Chief Executive and monitoring officer. This ensured that the duties of the PCC office were appropriately discharged during this period.

Engagement was undertaken with the Home Office and Cabinet Office to ensure compliance with the relevant statutory requirements throughout this period and lessons learnt were shared for consideration nationally.

## **Section 2 - Police & Crime Plan Overview**

### How I developed my Police & Crime Plan

From the start, I was determined that my Police and Crime Plan – and the strategic policing blueprint for Wiltshire Police – would be informed by Wiltshire and Swindon’s residents, to deliver the service that they deserve and is vital for them. I am confident the plan achieves this.

My team developed a comprehensive communications plan, utilising multiple channels, to engage as many people as possible throughout the consultation period to capture as much feedback on the plan as possible.

### Use Your Voice

I consulted widely with the people of Wiltshire and Swindon via **Use Your Voice** which generated 2,723 individual responses to the survey with 3,997 click-throughs in total. This is an increase of more than 75% in responses compared to the most recent precept consultation. In total, these respondents represented more than 40,000 people. This included an NFU response on behalf of 800 farmers.

To complement this, the OPCC funded Youth Commission received more than 1,100 responses to their surveys from young people aged between 14 and 24. This means that more than 3,800 individuals have contributed to the development Police and Crime Plan with many of these representing others.

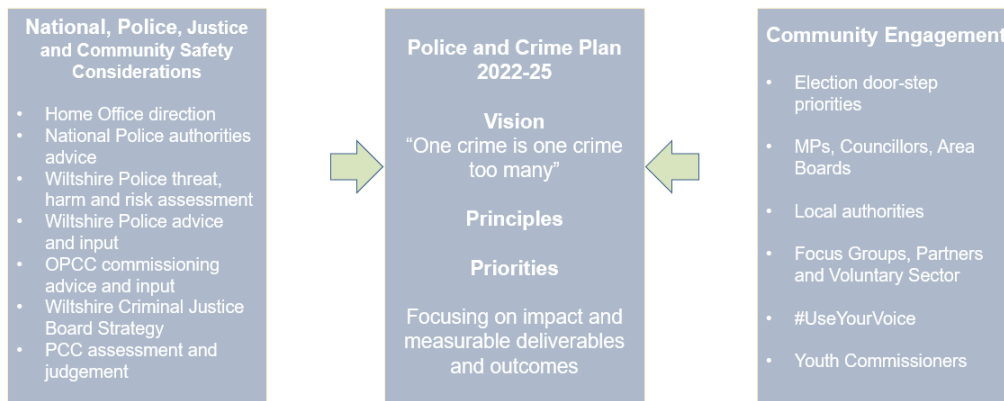
### Other Channels

In addition to Use Your Voice I utilised a range of other opportunities to gather views and feedback on the plan:

- Direct mail - We collated email addresses for key stakeholders and contacted them directly including MPs, councillors, partners, IAG members, Wiltshire Police employees and commissioned services. This method reached 15,000 people.
- OPCC social media - Historically the OPCC's accounts haven't been heavily engaged with, so for this survey we also followed up our posts by sharing in local community groups, generating over 85,000 engagements with our content and 507 responses.
- Partner toolkit - We developed a partner toolkit with content already drafted to encourage partners to share our messaging. This was shared with the Force, local authorities, councillors and MPs and generated 462 responses.
- Press releases – We shared releases with local and regional media outlets, and this generated 521 responses.
- Stakeholder meetings – I undertook a range of meetings with partner agencies and stakeholders to speak to them directly and hear their feedback, including Wiltshire Police employees, and services we commission or support including Swindon & Wiltshire Sexual Assault Referral Centre, Swindon Women’s Aid, PL Kicks Swindon

and our Community Speed Watch volunteers. Alongside this I also attended the Wiltshire and Swindon Youth commission “Big Conversation” Conference.

## Developing my draft Police and Crime Plan



The PCC is accountable to the public. Success is measured against the delivery of the PCP.



“If it matters to you, it matters to me.”



By asking people for their views, the public of Wiltshire and Swindon helped me to shape the Police & Crime Plan and the actions. I listened to that feedback and the plan addresses these concerns directly. The plan was subsequently approved by the Police and Crime Panel and published on Friday 11 March 2022.

### Making Wiltshire Safer - Wiltshire and Swindon’s Police and Crime Plan 2022 – 2025

Making Wiltshire Safer sets out the direction for policing focus and priorities until 2025 as well as demonstrating how the funding I receive will be spent during my first term in office:

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

I am prioritising:

Increasing public confidence, trust and our policing engagement with communities

Provide a quality of police service to all our communities

Giving the Police the right tools for the job

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

I am prioritising:

Violence reduction and domestic abuse

Violence Against Women and Girls  
Child abuse and Child Exploitation  
County Lines and Serious Organised Crime and exploitation

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

I am prioritising:  
Anti-social Behaviour  
Road safety  
Rural crime and heritage crime  
Fraud, cyber-crime and hate crime

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

I am prioritising:  
Victim care and support  
Mental Health  
The criminal justice system  
Restorative Wiltshire  
Reduce re-offending

I am continually reviewing, and assessing, the performance of my duties and that of my office, as defined by legislation and based upon what residents have told me, and I will continue to ask for feedback. Based upon advice from the Chief Constable, and my own experience, I have identified those principles necessary to formulate my vision, to identify our priorities and to structure a plan to make Wiltshire safer.

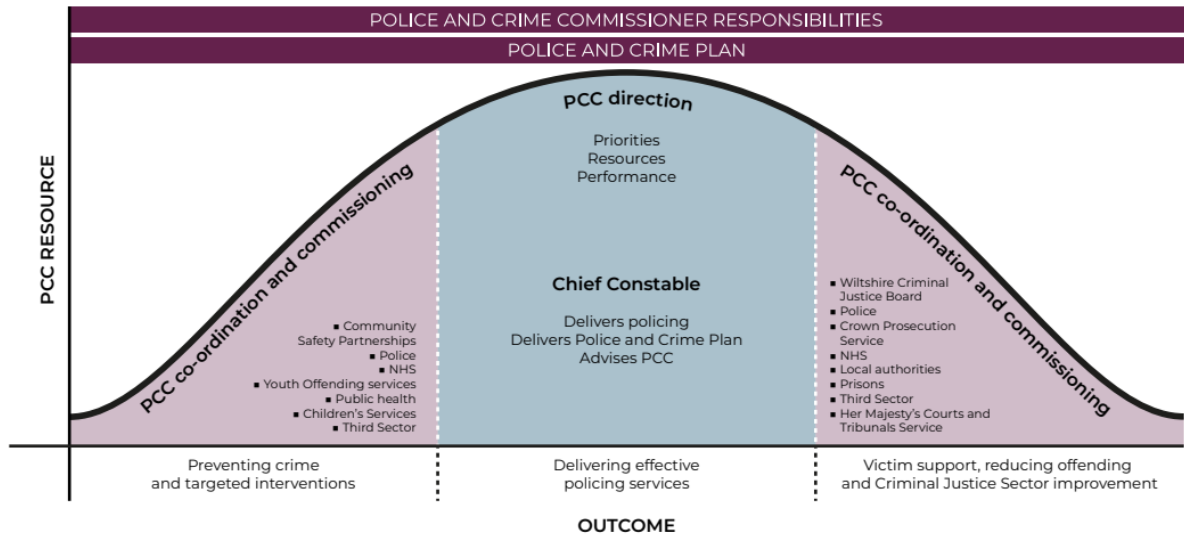
Since taking up the role I have been working with, co-ordinating and leading engagement with partners across community safety and the criminal justice system, in order to invest in prevention and early engagement initiatives and address the underlying causes of crime, reduce offending and improve the performance of the criminal justice system. Taking on those roles identified in legislation as belonging to me and my office, should allow the Chief Constable to better focus on improving the policing service and assist partners and communities with co-ordination and improvements set in this plan.

In order to deliver a comprehensive security environment in which we all feel safe, we need to work constructively with a wide range of communities, government partners and stakeholders from the charitable sector. Often respective roles and responsibilities are not clearly defined and there is always the risk that there will be overlap, duplication and the waste of scarce resources. It is the role of my office to work collegiately with all communities, partners and other stakeholders to minimise waste and ensure co-operation, co-ordination and coherence in the creation of a safer Wiltshire for all our residents. By increasing the co-ordination role of

my office in community safety partnerships, we will free up Wiltshire police to concentrate on their core duty of public safety.

The graphic below illustrates conceptually how the functions of partners overlap and need coordination, and how I will work with the Chief Constable and partners to deliver this plan

**PCC Office and Wiltshire Police focus across the community safety, policing and criminal justice sectors**



A PCC or a police force cannot deliver the Police & Crime Plan alone. Protecting our communities is not just a policing and criminal justice response but requires a partnership approach with a range of organisations contributing to keep us safe, prevent crime and bring offenders to justice. Working in partnership across our communities and stakeholders is at the core of how I have been delivering in my role as PCC in my first year in office. I am working with residents, the voluntary sector, businesses, elected officials, and other public sector organisations to deliver this plan. This includes the formal partnership forums that are key to supporting the objectives in my plan:

Community Safety Partnerships

There are two Community Safety Partnerships (CSPs) for Swindon and Wiltshire. These partnerships bring together local authorities, police, the OPCC, probation services, the NHS and others to increase community resilience, reduce vulnerability and exploitation of people and to tackle crime.

Safeguarding Partnerships

Safeguarding Vulnerable People Partnerships bring together public organisations who lead services to safeguard children, young people and adults. This includes local authority children's and adult services, health and education services, police, fire and the voluntary sector. The role of these partnerships is to ensure services to safeguard people are as effective as possible and reflect the family and community contexts to provide effective safeguarding services within the county.

Wiltshire Criminal Justice Board

The Wiltshire Criminal Justice Board (WCJB) work to coordinate criminal justice service and improvements. This strategic board is chaired by the PCC to bring together police, the Crown Prosecution Service, HM Courts, probation, youth justice services, local judiciary, the Legal Aid Agency, criminal defence representation, and the Prison Service.

### Section 3 – 2021-22 Update

Since taking up the role of PCC in August 2021 I have spent much time engaging with staff at all levels within Wiltshire Police and with residents and communities across the county to better understand the performance of the Force and begin to drive improvements. My observations during my first year in post is that we have many dedicated and hard-working police officers and staff, determined to make Wiltshire a safer place to live and work. However, it is also clear that the Force has a number of areas in which it needs to provide a better service to the public it serves.

Starting on the frontline; what I hear from residents, councillors and MPs is that whilst they feel Wiltshire Police responds effectively to major crime and large-scale incidents, its response to low level crime and anti-social behaviour is not good enough. This needs to change. The public must have confidence that when they contact the Force, their enquiry or reporting of a crime will be handled appropriately and generate the right level of response. We need more officers back in community policing teams and more staff in the control room to respond to the public, investigate crimes quickly and effectively and keep victims updated on progress – this is something I am working hard with the Chief Constable to achieve.

Wiltshire Police, like other forces around the country, have lost many experienced officers in recent years and a large proportion of its frontline staff are in the very early stages of their careers. It is vital that first line supervisors and middle managers (sergeants and inspectors, and their police staff equivalents) have the appropriate training and support to manage their teams effectively to ensure they are high performing. The provision of training to all staff is an area of concern for me and whilst the Force has put in place plans to improve, this will continue to be a key focus until we see actual results.

Turning to the leadership of Wiltshire Police, I am keen to see the organisation become more outward facing and challenge itself to do better by understanding its own performance in more detail. Policing is a complex business which requires clear strategic plans that prioritise needs and direct resources accordingly – particularly in a force that is one of the most underfunded in the country. The Chief Constable and his leadership team are clear that there is further work to do in this area to ensure that the organisation understands its performance, is focused on the actions it needs to improve, and has the long-term plans in place that will enable it to be successful.

My role is to scrutinise, challenge and support Wiltshire Police and to do this effectively I have to have a high performing team delivering the Office of the Police & Crime Commissioner functions. Upon my appointment I was clear this was an area that needed developing through investment and restructuring to deliver the full range of its responsibilities. In December I appointed a new Chief Executive for the OPCC, and he immediately began this transformation; leading recruitment of new staff, enhancing key capabilities and building greater capacity to do more across the criminal justice system. This will be vital in setting us up for success in 2022-23 and supporting the Wiltshire Police in its improvement plans.



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

- In January this year I was pleased that the Police and Crime Panel, which hold me to account, unanimously supported my proposed budget which prioritised further investment in key policing services and more officers on the beat. The decision to increase the precept was a difficult but necessary decision to ensure continued delivery of policing services. This budget will enable an extra 67 police officers to be recruited via the national uplift programme and will take officers numbers from a low of 934 in 2016 to 1,165 this year which is a key part of my plan to invest in key areas like violence against women and girls, tackling child abuse and exploitation and roads policing and collision investigation.
- In September 2021 I was pleased to appoint Swindon Borough Councillor Russell Holland as the Deputy Police & Crime Commissioner, having proposed a clear set of criteria which applicants would have to meet. His professionalism and compassion shines through his public service and professional life and Russell as deputy has provided me, and the office, with the necessary resilience and capacity to do our very best for the residents of Wiltshire and help to ensure Wiltshire Police is a quality and trusted police force.
- Early in my tenure I was clear that Wiltshire Police needed to reset on doing the basics properly; increasing outcome rates, reducing complaints and improving performance. Working closely with the Chief Constable I am pleased that steps have been taken to begin to address this; the number of governance committees has been reduced; teams have been restructured to focus on core priorities and supervisor training has been rolled out to improve accountability and performance on the frontline. However more work is needed, and I will be closely scrutinising the Force's progress over coming months.
- For a police service to meet the needs of its communities it is vital that young people feel engaged in policing and the wider criminal justice system. During 2021 I established the Youth Commission to support young people, including those from under-represented or more marginalised groups within the communities across Wiltshire and Swindon, to have an active voice and for their views to be listened to. The Youth Commission comprises 30 young people who work in partnership with the Police & Crime Commissioner's Office and Wiltshire Police to inform the key priorities of both organisations and help support delivery of key aspects of the Police and Crime Plan.
- During my campaign I heard the public concerns about the operational police estate in Salisbury and the south of the county and this was amplified by senior police leaders in my first few days in post. In September 2021 I asked for the Chief Constable to conduct an immediate review of the estate which reported in November – concluding the current shared space will not meet Wiltshire Police's future operational requirements. I then commissioned my office to develop a series of options within 12 months for consideration by the force's leadership, key stakeholders and the public to inform the best long-term site for a police base in the south of the county.
- Technology has transformed the way we do things providing opportunities for greater efficiencies and innovation. Consequentially the force is rolling out a new programme, PRONTO, which delivers new remote and agile functionality through mobile and

desktop applications. It's used by 24 forces nationally and provides frontline officers which enhanced access and functionality to key police systems without placing additional demand on the force control centre, whilst also removing many paper-based processes. The programme is rolling out training to users across the force and together with national policing innovations, such as mobile and laptop upgrades and essential digital security improvements, will all help to make Wiltshire Police an efficient and effective modern police service.

- In 2021 Wiltshire Police was named as one of the top 50 inclusive employers in the UK for the first time in recognition of the force's dedication to workplace diversity. The Force runs reverse mentoring and coaching schemes for staff and has the highest number of employees from ethnic minority backgrounds that it has ever had. 2021 also saw the organisation have more women in officer and staff roles than men for the first time.
- To be effective the police must play their part in the community and Christmas 2021 saw Wiltshire Police's Special Constables, Citizens in Policing and Support Volunteers deliver 100 care packages to those in need across Wiltshire and Swindon. The parcels contained cards and decorations made by Police Cadets alongside clothing, chocolates, mince pies and toys for children. The aim was to support those feeling isolated and struggling this Christmas, alongside provide information on charity Christmas lunches happening around the county.

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

- In November 2021 Wiltshire Police delivered 'Operation Sceptre', its knife crime awareness campaign and weapons amnesty which combats violent knife crime through education and enforcement. In total 450 knives and bladed weapons were taken off the streets of Wiltshire and Swindon during the two-week operation, which also saw the force delivering talks to young people about the dangers and risks of carrying and using knives. Alongside this Swindon police cadets helped Trading Standards with test weapon purchases and arrests were made with drugs and weapons seized during a raid at a house in Swindon. However, tackling knife crime is not something the police alone can do, and my office has an important role in supporting early intervention work with partner agencies such as schools, local authorities, charities, community groups and the health service.
- In early 2022 I was one of five PCCs from across the South West who, for the first time, agreed with our respective Chief Constables to combine operational powers to tackle cross border drugs supply, drug-related crime and associated anti-social behaviour. Operation Scorpion was specifically targeted to root out dealers and disrupt the supplies of drugs onto the streets of Wiltshire and other counties in the region. In total the operation resulted in 194 arrests, recovered more than £400,000 worth of drugs, seized weapons, money and safeguarded 320 vulnerable people with more planned operations taking place in the future.
- Operation Scorpion built on the success of other joint operations undertaken by Wiltshire Police's dedicated Operation Fortitude team which targets serious and

organised crime and high threat, harm and risk within communities, including high risk and prolific offenders. This included an operation with Metropolitan Police colleagues in December 2021 targeting drug dealing between London and Swindon which resulted in four arrests locally. These collaborations highlight great examples of teamwork to make the South West a hostile environment for drug dealers, so they get the message that our communities are no place for drugs.

- Tackling violence against women and girls is a key part of my Police and Crime Plan and in September 2021 Wiltshire Police launched Project Vigilant, which is aimed at targeting perpetrator behaviour particularly in the night-time economy. The work sees high visibility uniformed officer and plain clothed officers patrol pubs and clubs in towns and cities across the county identifying individuals displaying predatory behaviour such as harassment, stalking and loitering without reason. The project was launched with the support of Pub Watch, Swindon Borough Council, Wiltshire Council and my office as part of our combined efforts to make a safer environment for anyone enjoying their night out.
- In addition to the funding I already provide to Wiltshire and Swindon Youth Justice Services, I have commissioned Street Doctors to provide a number of targeted educational interventions to support young people working with these services. Street Doctors deliver emergency first aid training sessions which empower young people affected by violence to keep themselves and others safe. Young people gain the skills, knowledge and confidence to act in a real medical emergency, and an understanding of the medical consequences of violence. The programme launched in December 2021 and will deliver 8 sessions through the year.
- During March 2022, in partnership with Wiltshire Police and Fearless, my office worked with Wiltshire and Swindon Youth Commission to agree artwork to support online campaigns to raise awareness of the signs of county lines and exploitation. It is vital that young people are engaged in development of these campaigns to ensure they deliver maximum impact.
- In December 2021 Wiltshire Police committed to a joint three-year action plan with the Crown Prosecution Service, alongside Hampshire and Dorset Police, to improve outcomes for all victims of domestic abuse, as part of its wider strategy to reduce violence against women and girls. The project seeks to ensure investigations are effective and that prosecutions are prioritised with victims encouraged to come forward in the knowledge they will be listened to and that the police will do everything they can to build enough evidence to secure a prosecution.
- Over £600,000 of funding for victims in 2021-22 was utilised in the support of victims of sexual harm and domestic abuse across Wiltshire and Swindon. During the year, the Ministry of Justice also increased financial support for victims of these serious crimes, and I used this resource to increase funding for agencies providing front line support in local communities, such as one to one advocacy and counselling. Over 4,400 victims of domestic abuse were supported by specialist services and 900 victims of sexual violence.

### **Priority Three: Tackle crimes that matter most to local communities**

- My Police and Crime Plan identified safer roads and speeding as one of the highest priorities for communities across the county. In response I have made a number of investments, including an increase in the size of the roads policing teams by 20%; (five teams of five cars rather than five teams of four cars) the appointment of two new Road Safety Officers, as well two additional Traffic Enforcement Officers, and two further mobile cameras.
- All of these investments are designed to bolster efforts and ensure countywide and intelligence-targeted speeding enforcement activity is delivered to make our roads safer. Traffic Enforcement Officers and Road Safety Officers support over 110 Community Speed Watch (CSW) volunteers across Wiltshire and Swindon, undertaking sessions to identify speeding motorists and issue tickets. These volunteers make a significant difference to road safety, monitoring traffic speeds and collating key intelligence which leads to the identification of persistent speeding offenders and hotspots for targeted enforcement. Over the past two years, our CSW teams have conducted 7062 sessions and 59,974 letters have been issued by Wiltshire Police to speeding motorists. More widely, there have been 2084 tickets issued this year for speeding and other endorsable offences. This is a 38% increase since my appointment.
- In June 2021 my office led a bid which secured £432,000 of funding to address neighbourhood crime such as burglary, vehicle theft and robbery across Wiltshire and Swindon. The additional funds were awarded by the government's Safer Street Fund and involved the OPCC, Swindon Borough Council and Wiltshire Police collaborating to implement a range of measures to cut crime and improve community safety; including improved street lighting, provision of body worn cameras to frontline staff and installation of CCTV and ANPR cameras in targeted areas to keep people safe. These sorts of improvements are a key part of my Police and Crime Plan to ensure that we reduce the crimes that matter to local communities.
- Wiltshire is a predominantly rural county, which is why I pledged in my plan to double the number of officers in the Rural Crime Team and invest in equipment, vehicles and drones to improve the forces' capability to tackle crime that is impacting negatively on our rural communities. I am pleased that these improvements are underway, and I look forward to reporting their impact in future reports.
- In December 2021 Wiltshire Police launched the Wiltshire Horse Rider scheme which aims to further the neighbourhood watch scheme, extending it into Wiltshire's more remote rural areas. Volunteers who join the scheme are horse riders who commonly traverse areas of our countryside inaccessible to a vehicle which means they can monitor for any suspicious activity indicative of wildlife crime such as poaching, theft of livestock, agricultural supplies and equipment, and particularly heritage crimes. The scheme is in partnership with Historic England who described it as a great innovation and an important tool to reduce the damage and loss caused by heritage crime across the historic Wiltshire landscape.

- PL Kicks is a scheme run by Swindon Town FC Community Foundation and funded by my office in conjunction with the Premier League, to help tackle anti-social behaviour. It uses football to engage young people between 8-18 years of age to try and tackle youth violence and improve community safety, and encouragingly the areas where the scheme is being delivered has seen an increase sports participation and a reduction in anti-social behaviour. Swindon Town FC Community Foundation deliver free Friday Night football sessions at Foundation Park and at another school in the town, as well as after-school clubs in the local area. On Tuesdays, there are organised workshops with guidance coaches on key societal themes, such as the prevention of knife crime. In total the scheme has delivered 100 sessions, totalling over 160 hours and engaged over 450 young people.

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

- During 2021-22 across Wiltshire and Swindon I dedicated over £500,000 in addition to national funding of £990,000 to support victims of crime, resulting in over 24,000 victims being assisted with a range of specialist, commissioned services.
- I funded a range of new supporting literature for victims, leaflets and cards which signpost victims of crime to local help and support. This literature also highlights victims' rights and entitlements under the Victims Code of Practice and informs all victims of crime about what they can expect in terms of service and experience.
- During the year I prioritised a new victim advocacy service to extend the capacity of the central victim support service, Horizon. This service enhances victim support for vulnerable victims and is provided on an outreach basis to support victims in the community. It adds to the telephone service already provided and provides extra one to one support for vulnerable victims.
- I have also funded the provision of five new rehabilitation service opportunities to be used by the Wiltshire Police as a requirement to be completed as a condition of an Out of Court Disposal. An Out of Court Disposal is offered to first time and low risk offenders to try to divert them away from becoming more entrenched in the criminal justice system.
- In October 2021, I co-commissioned with NHS England a service to provide support to people with mental health issues, bringing new additional investment into Wiltshire. Delivered by Turning Point, the service is for people who are given a court ordered Mental Health Treatment Requirement which is a twelve-session mental health support programme. 24 people started the programme by March 2022.
- To reduce the number of victims of domestic abuse, I commissioned, jointly with the Probation Service, programmes to work with domestic abuse perpetrators to change their abusive behaviours in both Swindon and in Wiltshire. Early figures from the Swindon programme show that this has reduced both the number of incidents and arrests in the six months after perpetrators have completed the course.
- The Youth Outreach Project is a specialist support service for children and young people who have experienced, or witnessed, domestic abuse. The pilot project has been commissioned by my office and is being delivered by Swindon Domestic Abuse

Service (SWA). It offers 1-2-1 support on an outreach basis for those aged 5 to 17 and helps them make sense of their experiences, manage difficult emotions, learn about healthy relationships and develop coping strategies and problem-solving skills to build resilience, with over 40 referrals made to the service this year.

### Listening to Residents

Since I was elected by the people of Wiltshire and Swindon I have been determined to engage with as many people as possible to hear concerns, feedback and views. The “**Use Your Voice**” survey was created by my office to offer residents the chance to shape policing priorities to help make Wiltshire and Swindon safer. This was part of my consultation to inform the new Police and Crime Plan.

This year, we were also able to engage with, and reach, more members of the public and key stakeholders than ever before through a series of virtual focus groups and a live Q&A event on social media. These sessions, coupled with a survey focussed on gauging the public’s reaction to a proposed increase in the annual precept, have reflected the importance that I place on consultation and engagement with the people of Wiltshire and Swindon.

In addition, I established the Wiltshire Youth Commission to engage with young people aged 14-25, including those from underrepresented groups, to have a say in how their communities are policed and how key issues they identify should be tackled. The group met regularly throughout the year, including the inaugural “Wiltshire & Swindon Youth Commission ‘Big Conversation’ Virtual Conference” which covered topics such as Mental Health, Drug & Alcohol Misuse and Abuse & Violence.

Between taking up my role on 26 August 2021 and 31 March 2022 I have attended over 200 engagements including public meetings, community events and visits, meetings with stakeholders, elected officials and various governance boards related to my role. This has included attendance at 18 Area Board meetings to update local councillors and residents on key policing issues in their area and hear their feedback.

### 2022 PEEL Inspection

My first few months in office coincided with the inspection of Wiltshire Police by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The subsequent report was completed and released after the period covered by this annual report but mirrors many of the issues I identified since I have taken office. I have already taken a number of actions to drive improvements and deliver a better policing service, which includes a more effective governance system to scrutinise force performance and hold its leaders to account, but there is clearly much more work to do. Having been elected by the residents of Swindon and Wiltshire I am determined to work with the staff and leaders of Wiltshire Police to implement the recommendations of the report and ensure the public receives the service it deserves.

## Section 4 – Finance & Accountability

### Summary of Financial Performance

My policing and office budget is as follows:

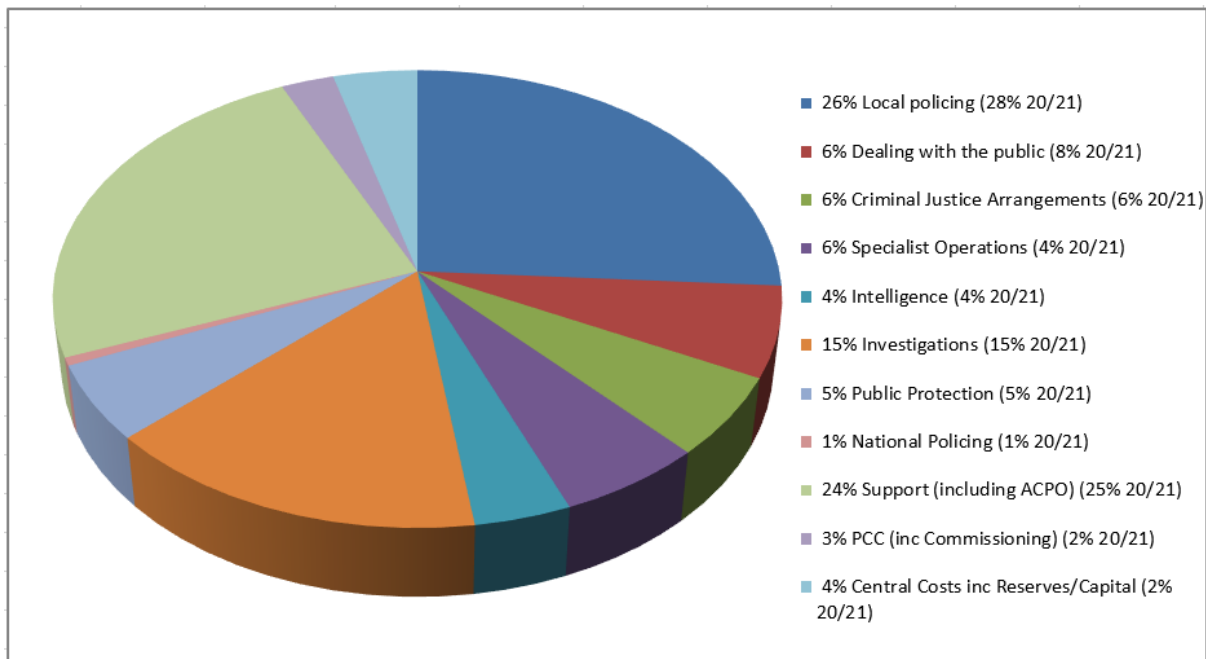
	2021-22	2022-23
Central Grant	£66.909m	£70.428m
Legacy Council Tax Grants	£5.235m	£5.235m
Uplift Grant	£0.800m	£1.112m
Total Central Funding	£72.944m	£76.775m
Precept Income	£61.004m	£64.359m
Council Tax Collection Fund	-	£0.295m
Total Funding Received	£133.948m	£141.429m
Investment Income	£0.079m	£0.079m
Total Funding Available	£134.027m	£141.508m

### FUNDING ALLOCATION

12. I am expected to commission services from the funding available. The table below identifies how I intend using these resources.

	2021-22	2022-23
OPCC Office Costs	£2.021m	£2.197m
OPCC Commissioning Costs	£1.646m	£1.728m
OPCC Shared Services Costs	£29.126m	£31.433m
OPCC Capital Contribution	£2.504m	£3.298m
OPCC Chief Constable Allocation	£98.730m	£102.852m
	£134.027m	£141.508m

### How the money was spent 2021-2022



### Community Safety Fund 2021/22

The community safety fund is money I allocate to support the delivery of my Police and Crime Plan priorities. The fund supports collaborative arrangements with local authorities, third sector providers and Wiltshire Police.

### Victims Fund 2021/22

This is a specific allocation by the Ministry of Justice for victim services and restorative justice services. In 2021-22, the amount provided to me was £894,800 and this enables the commissioning of services to improve support for victims. During the year the Ministry of Justice also announced additional funding for services supporting victims of domestic abuse and sexual violence. The OPCC was successful in bidding for additional funding of £387,840 in 2020-21. This funding ensured services based in Wiltshire and Swindon could continue to meet the increased demand placed on them following the coronavirus pandemic.

### Police Property Act Fund

This fund manages money raised through the sale of lost property and is awarded to community and voluntary groups to support the delivery of my Police and Crime Plan. In the previous financial year, this fund was used to support the Commissioner's COVID-19 Response Fund due to the unprecedented situation several community and voluntary groups found themselves in. A balance in this fund was carried over into 2021-22 and the remainder allocated using the same criteria as previous years.

Further information on how I allocate the policing budget is provided on my website.

## **Accountability**

I ensure delivery of the Police & Crime Plan by holding the Chief Constable to account for making the necessary improvements to the Force and my Chief Executive for OPCC delivery. I also chair the Wiltshire Criminal Justice Board to ensure effective liaison, co-ordination, and delivery across the criminal justice system.

I report quarterly to the Police & Crime Panel which holds me accountable as the Police & Crime Commissioner for delivery of the Police & Crime Plan. It also scrutinises (with an option to veto) the Commissioner's proposed council tax precept for policing, confirms the proposed appointments of Chief Constable and OPCC statutory officers, reviews the actions and decisions of the Commissioner and where necessary, considers complaints of a non-criminal nature against the Commissioner.



## Section 4 – Contact Me



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