

Office of the Police and Crime Commissioner

A photograph of a female police officer in a high-visibility vest and helmet, smiling and talking to a man in a grey sweater in what appears to be a cafe or shop. Other people are visible in the background.

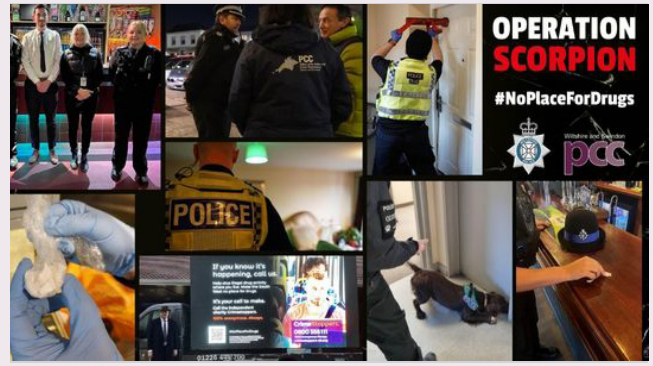
# OPCC Delivery Plan

April 2023 - March 2024

[www.wiltshire-pcc.gov.uk](http://www.wiltshire-pcc.gov.uk)

Wiltshire and Swindon

**pcc**



# Message from the Police and Crime Commissioner Philip Wilkinson



As PCC I am focused on scrutinising, challenging, and supporting the Chief Constable and engaging with Wiltshire Communities to provide an efficient and

effective police force. I need an effective team to support me and deliver a good service to the public.

Since appointing a new Chief Executive in March 2022, we have reviewed and strengthened my office's ability to monitor and improve the performance of Wiltshire Police, increase our capacity to engage and coordinate improvements to tackle the causes, symptoms, and consequences of crimes and anti-social behaviour.

These changes are not only supporting my role but supporting improvements

in the Force. As a result of our focus we are seeing work to improve police focus on performance and dealing with public concerns, supporting supervisors to set and maintaining standards, and prioritise the support to frontline police delivery.

The OPCC Delivery Plan sets out how my Chief Executive will deliver the Police and Crime plan and I will scrutinise, challenge the delivery and impact of this aspect of my plan to the same level as Wiltshire Police. With the strengthened foundations that are now in, I am confident that the improvements, set out in my [Police and Crime Plan 22-25](#), will be visible to residents I will be judged in the delivery of my goal to make Wiltshire Safer, by residents at the next PCC election scheduled for May 2024.

A handwritten signature in black ink, appearing to read 'P.W. Wilkinson'.

**Philip Wilkinson OBE**

Police and Crime Commissioner for Wiltshire and Swindon

## **PRIORITY 1:** A police service that meets the needs of the community

Includes increasing public confidence, trust and our policing engagement with communities, providing a quality of police service to all our communities and giving the Police the right tools for the job.

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

Includes reducing violence and domestic abuse, such as violence against women and girls, child abuse and child exploitation, county lines and serious organised crime and exploitation.

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

Includes anti-social behaviour, road safety, rural and heritage crime, fraud, cyber crime and hate crime.

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

Includes victim care and support, mental health, the criminal justice system, restorative Wiltshire and reducing re-offending.



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# Introduction



Welcome to our OPCC Delivery Plan for 2023-24. The Police and Crime Commissioner (PCC) and I are focused on making sure the Office of Police and Crime Commissioner (OPCC) provides

a professional and effective service which actively supports the PCC's mission of Making Wiltshire Safer.

The OPCC delivery plan is produced every year with progress reviewed and updated to the PCC. It provides defined direction for the OPCC and how we will work to support and help deliver the direction set in the Police and Crime Plan 2022-25.

The PCC has a wide range of responsibilities set by parliament, where the OPCC is required to support. The OPCC assists the PCC in these responsibilities, including set the direction, priorities and budgets for

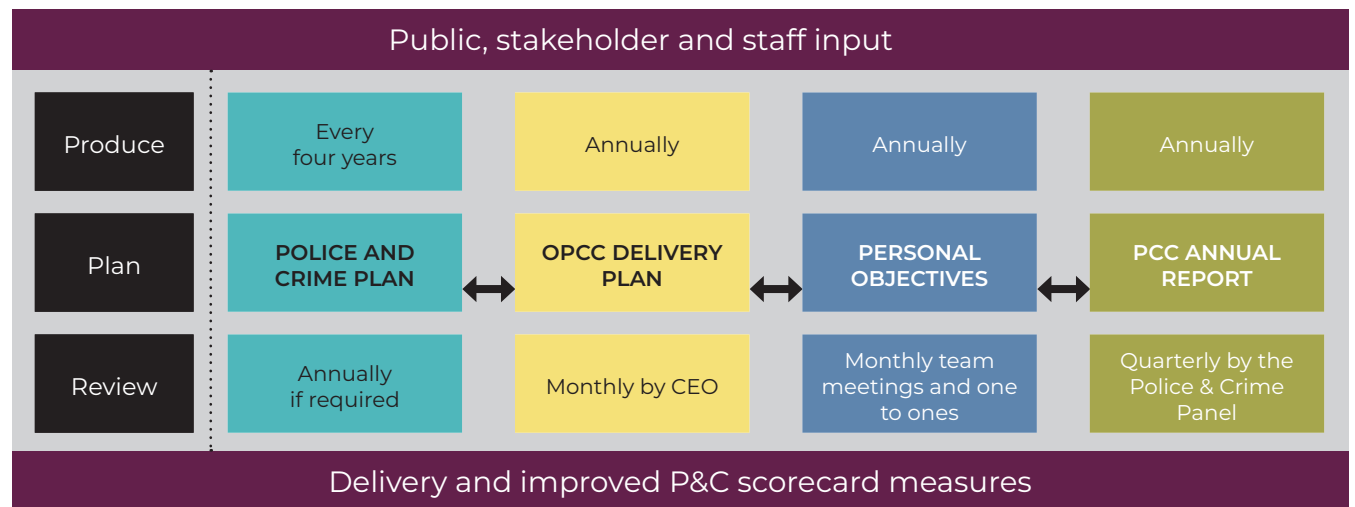
policing, making sure the police service are effective and efficient, and providing services for the public. This is underpinned by the PCC primary role to engage and represent the views and demands of the people of Wiltshire and Swindon.

This delivery plan helps the OPCC deliver effectively as an organisation and as individuals. The process for agreeing the work programme of the team is developed and refined each year using the cycle detailed below.

As an OPCC we are committed to delivering an effective and efficient service and work to the values the PCC has set in the Police and Crime Plan. At the centre of this is public service. As an organisation we work hard to be effective and I am focused on adding as much benefit as we can to make our public and county safe.

## Naji Darwish

Chief Executive Officer, Office of the Police and Crime Commissioner



# The role of the Police and Crime Commissioner

The PCC is responsible for the totality of policing in the area, and the OPCC are primarily in place to support the PCC in meeting these obligations. This is coordinated through setting a strategic direction for community safety, policing, and justice. Alongside, holding the Chief Constable to account for effective and efficient services.

The OPCC supports the PCC to meet the following responsibilities:

- Fulfilling the legal requirements of the Policing Protocol Order
- Representing the public's demands and concerns for policing
- Ensuring there is an efficient and effective police force
- Through the Police and Crime Plan setting a strategy with priorities, and then resourcing for policing and community safety
- Community safety and working with partners
- Coordinating the criminal justice system
- Setting the annual policing budget and the precept
- Appointing, and if necessary, removing a Chief Constable
- Scrutinising, challenging, and supporting the Chief Constable and Force to deliver an effective and efficient policing service



- Commissioning a range of services to deliver the Police and Crime Plan, including support services for victims of crime
- Engaging with members of the public, specifically victims of crime
- Updating the public in the progress against the Police and Crime Plan
- Playing a local role in tackling national and regional criminal activity and threats set by the Home Secretary.

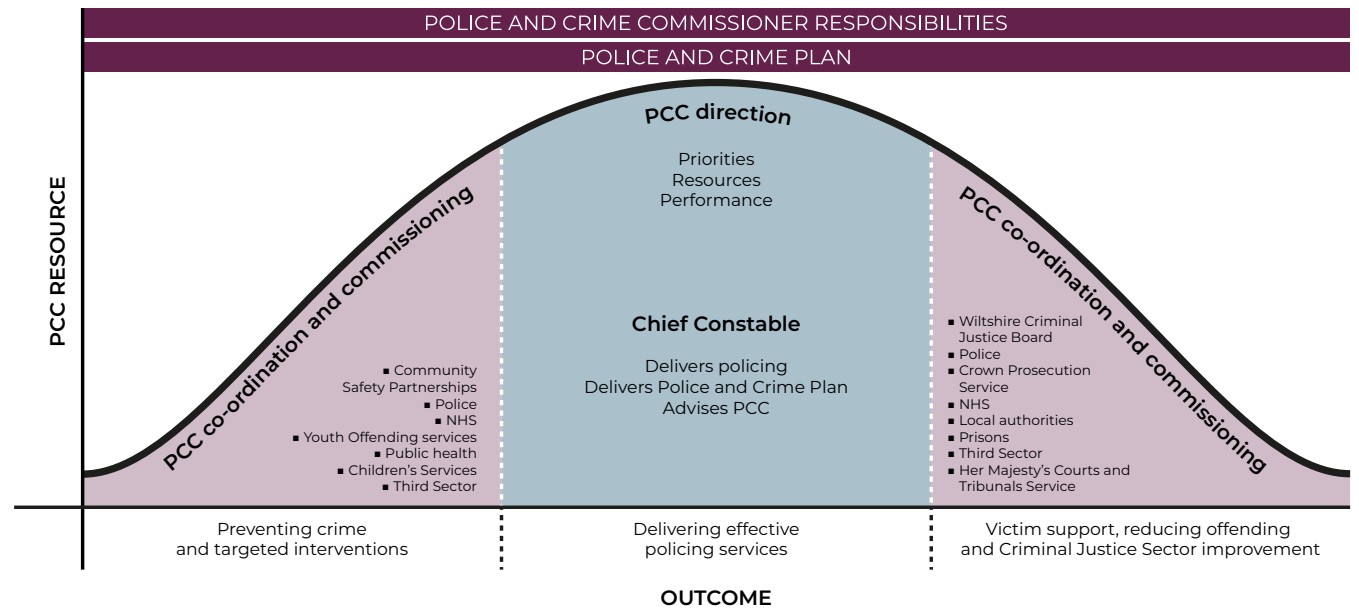


The PCC has also decided to be responsible for the following additional functions:

- The owner of all Wiltshire Police assets and contracts
- Responsible for police complaints service recovery, including initial recording, initial contact, and resolution. If required, investigation or concern conduct is passed to the police professional standards department
- Employer and host of estates, finance, legal and communication staff, these teams provide shared services to both the OPCC and Wiltshire Police.



The PCC's Police and Crime Plan sets the scope and outcomes for the OPCC part in supporting the plan.



# Vision, Mission and Values



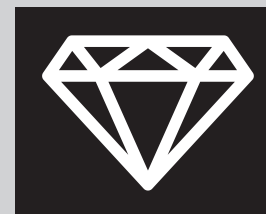
## VISION

To make Wiltshire a safer place to live, work and visit; working to prevent and reduce crime and harm to victims



## MISSION

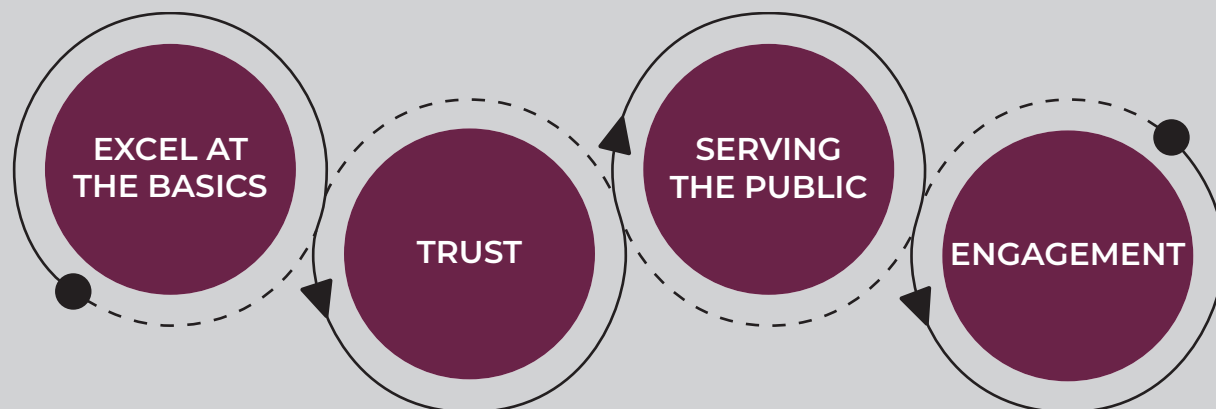
To engage, collaborate, implement, and oversee effective and efficient policing and delivery of the Police and Crime Plan across partners



## VALUES

The PCC and OPCC share four values that explain how we work together, with our partners and our communities

## OPCC Values



## Memberships

The Office of the Police and Crime Commissioner are members of organisations that help support the activities of the office.

The office also endorses and proactively support several projects and initiatives that fit with the Police and Crime Plan direction and our Vision, Mission, and Values.



# Delivering the Police and Crime Plan

## Police and Crime Plan

The Police and Crime Plan 2022-25 sets the vision and priorities to make Wiltshire and Swindon a safer place to live, work and visit.

The P&C Plan sets the direction, priorities and resources for policing, community safety and criminal justice coordination for Wiltshire and Swindon. Independent scrutiny and support of the PCCs delivery of the P&C Plan is by the Police and Crime Panel on behalf of the public.

Each priority has a series of outcomes, objectives and commitments that demonstrate what the PCC will do to achieve them. The plans exist to provide direction to Wiltshire Police, the

OPCC, the Community Safety Partnerships and Wiltshire Criminal Justice Board.

The OPCC work provides a directly links to the delivery of the P&C Plan and how we support the PCC and provide an effective and efficient service. Are work is categorised in two stands:

- 1) Daily business our teams provide to the PCC and public
- 2) A programme of specific improvements to deliver against the P&C Plan and improve how we provide our day-to-day business.

This document sets how the OPCC is delivering its aspects of the P&C Plan and how it will improve as an organisation during 2023/24 (Appendix A & Appendix B).

### **PRIORITY 1:**

A police service that meets the needs of the community

### **PRIORITY 2:**

Reduce violence and serious harm

### **PRIORITY 3:**

Tackle crimes that matter to local communities

### **PRIORITY 4:**

Improve the experience of victims and deliver justice

# Office of the Police and Crime Commissioner Structure



officer is financially qualified individual and is responsible for all financial administration is properly administered.

The management of OPCC staff is delegated by the PCC to the Chief Executive who acts the Head of Paid Service. The Chief Executive also acts as the 'Monitoring Officer' under section 5(1) of the Local Government and Housing Act 1989. This role ensures compliance with the law or identification of any activities that would constitute maladministration.

The Chief Executive works with the PCC to support delivery of their role, responsibility, and strategic direction. This plan sets out this agreed work and updates are provided to the PCC and, where relevant, the Police and Crime Panel. The Chief Executive agrees resources against which this work is delivered. The CEO is supported by an Executive Leadership team who lead the functions for the OPCC.

The staff of the Police and Crime Commissioner's primary purpose is to provide the PCC with advice, support to deliver the responsibilities set out above and anything additional determined by the PCC and in line with their role.

The PCC is required by law to appoint a Chief Executive Officer (CEO) and a Section 151 Officer (OPCC Chief Financial Officer). The CEO has overall responsible for delivery of the OPCC and advises the PCC. The S151



Police &  
Crime  
Commissioner

Chief  
Constable

Chief Executive  
Officer  
1 FTE

Head of Comms  
& Engagement  
1 FTE

Head of  
Legal Services  
1 FTE

Director of  
Operations  
1 FTE

Chief Finance  
Officer (S.151 Officer)  
0.5 FTE

*Director of  
People & Change  
(Wiltshire Police)*  
1 FTE

Media

Legal -  
Commercial

Commissioning  
& Service Delivery

Finance

Engagement

Legal -  
Litigation

Strategy,  
Performance  
& Oversight

Estates

Digital

Complaints  
Resolution

Business  
Management

ICT

# OPCC functions and staffing



New support for sexual violence victims through new advisory scheme.

Making Wiltshire Safer  
Police and Crime Plan  
2022 - 2025

Priority 2:  
Reduce violence and  
serious harm.



## OPCC Operations

Operations comprise of the day-to-day activities of the OPCC and management of OPCC services directly to the public.

This includes a strategy, performance and oversight team, who support the PCC's scrutiny of Wiltshire Police, OPCC and partners performance to ensure

effective delivery of the Police and Crime Plan. The commissioning team delivers a range of services to communities across Swindon and Wiltshire; from provision of specialist support to victims of crime, reducing reoffending by commissioning appropriate help, rehabilitation, and support services for offenders, and working to prevent crime and offending by young people through the commission of services and interventions to divert them from the criminal justice system.

To deliver the plan and service responsibilities, the OPCC works in collaboration with many other partner agencies and service providers to help deliver services, address the drivers of crime and support victims and vulnerable people within the community. The team also undertakes significant coordination of partners across policing, community safety and criminal justice to support delivery of the Police and Crime Plan.

## OPCC Communications and Engagement

The team enables the PCC to communicate and engage with local communities and manage media and press, information campaigns and digital communications. The team also supports the PCC in formal





consultations with the public on policing concerns, in developing the Police and Crime Plan and the police element of council tax.

## Shared Services

Due to Wiltshire Policing area size, it would not be efficient for both the Wiltshire OPCC and Wiltshire Police to have separate enabling services. As such both organisations share these services. The design of this is based on local decisions to support effectiveness, efficiency and PCC oversight and there are different arrangements across England and Wales.

## Legal Services and Complaints

The legal team deliver a comprehensive and efficient service providing advice to and representation of the Chief Constable, the OPCC and the officers and police staff, in a variety of contentious and non-contentious matters.

The complaints resolution team is the initial point of contact for police complaints and expressions of dissatisfaction. The team assess, record and when necessary, refer complaints to the relevant Appropriate Authority, who is responsible for assessing, investigating, and determining the outcome of a complaint, in accordance with legislation and statutory guidance. This service is independent from but works with Wiltshire Police Professional Standards service, as part of the Police Complaints system.

The OPCC, also provides independent reviews of complaints handled by the police professional standards department (unless the relevant review body is the Independent Office of Police Complaints). These staff are independent and report directly to the Chief Executive.

## Finance

The Chief Financial Officer (CFO) for the OPCC is responsible for the proper administration of the financial affairs of the OPCC and ensuring effective systems of internal control within the OPCC. The finance team manages and operates the financial systems and ensures they are maintained in accordance with legislation and the Scheme of Governance. The CFO reports to the Joint Independent Governance and Audit Committee on financial controls and value for money. The scheme of governance documents outlines how these arrangements function.



## Estates and Facilities

The PCC owns all police estate and the team provide both the day-to-day facilities management and estates development. The team are directed by the PCC's Estates Strategy and support the day-to-day needs of Wiltshire OPCC and Police. They ensure that this strategy is delivered, meets the needs of officers and staff, and complies with all legal and health and safety requirements.



## OPCC Staff information

Total OPCC staff FTE (Full Time Equivalent)	33.4
Chief Executive	1
Operations	19.1
Communications & Engagement	5
Police Complaints Resolution Team	7
Independent Adjudicators	1.3
Total Shared Service staff providing services to both OPCC and Force	46.2
Finance	25.7
Estates	14.9
Legal	5.6
Proportion of OPCC staff who are female	56.5%
Proportion of OPCC staff who state they are from an ethnic minority	3.4%
Proportion of OPCC staff who state that they have a disability	14.6%

# Managing the budget



## The Medium-Term Financial Strategy

The Medium-Term Financial Strategy (MTFS) covers a four-year period from this financial year. It sets out the key financial issues such as revenue budget, capital

programme and precept decisions. Details on the budget and MTFS can be found on our website.

The funding available to Police and Crime Commissioners is principally made up of the precept, government grants and

access to reserves to balance the budget. The PCC allocates approximately 98% of funding to the Chief Constable to be spent on operational policing.

[Finance documents \(wiltshire-pcc.gov.uk\)](https://wiltshire-pcc.gov.uk)

## OPCC Budget

The OPCC is allocated a separate budget by the Police and Crime Commissioner to deliver the Police and Crime Plan and



discharge its responsibilities. The OPCC office cost covers all specific OPCC staffing related costs, and obligations to provide effective and efficient management, accountability, and service provision. The OPCC allocates most funding to services for the public through a mixture of contracts, grants, and donations.

## Delivery of Services and Grants

**Community Safety Fund:** This is money the PCC allocates to support the delivery of the Police and Crime Plan objectives. The fund supports collaborative arrangements with local authorities, third sector providers and Wiltshire Police.

**Victims Fund:** This is a specific allocation by the Ministry of Justice for Victim Services and Restorative Justice services.

**Community Action Fund:** This fund uses the sale of unclaimed property to fund voluntary groups, organisations and charities to tackle major issues like anti-social behaviour, drug and alcohol related crimes and supporting young people.

Further details of how these funds are allocated can be found on our website.

## Allocation of funding

Financial Years (£ms)	2023/24	2024/25	2025/26	2026/27
OPCC office costs (less inv inc)	3.647	3.74	3.829	3.912
OPCC - Capital contribution	2.912	3.685	4.702	6.071
OPCC - Commissioning	1.804	1.85	1.895	1.936
OPCC - Shared service allocation	34.825	35.713	36.565	37.355
OPCC - Chief Constable allocation	103.345	105.979	108.507	110.853
	146.534	150.967	155.497	160.128





# Accountability and OPCC decision making

The governance arrangements for PCCs, and Chief Constables is set in the Police Reform and Social Responsibility Act 2011 (the Act). The Policing Protocol Order sets out the relationship between PCCs and Chief Constables and how policing governance arrangements work, with statutory orders providing additional direction. The PCC and Chief Constable have different but mutually dependant and independent roles

The Chief Executive (CEO), as monitoring officer, is required to ensure that the organisations act lawfully, reviewing arrangements regularly.

The OPCC and Force have developed a corporate governance framework on how these responsibilities are discharged and the law is complied with. This framework is known as the Scheme of Governance. The Scheme of Governance consists of four documents, these are:

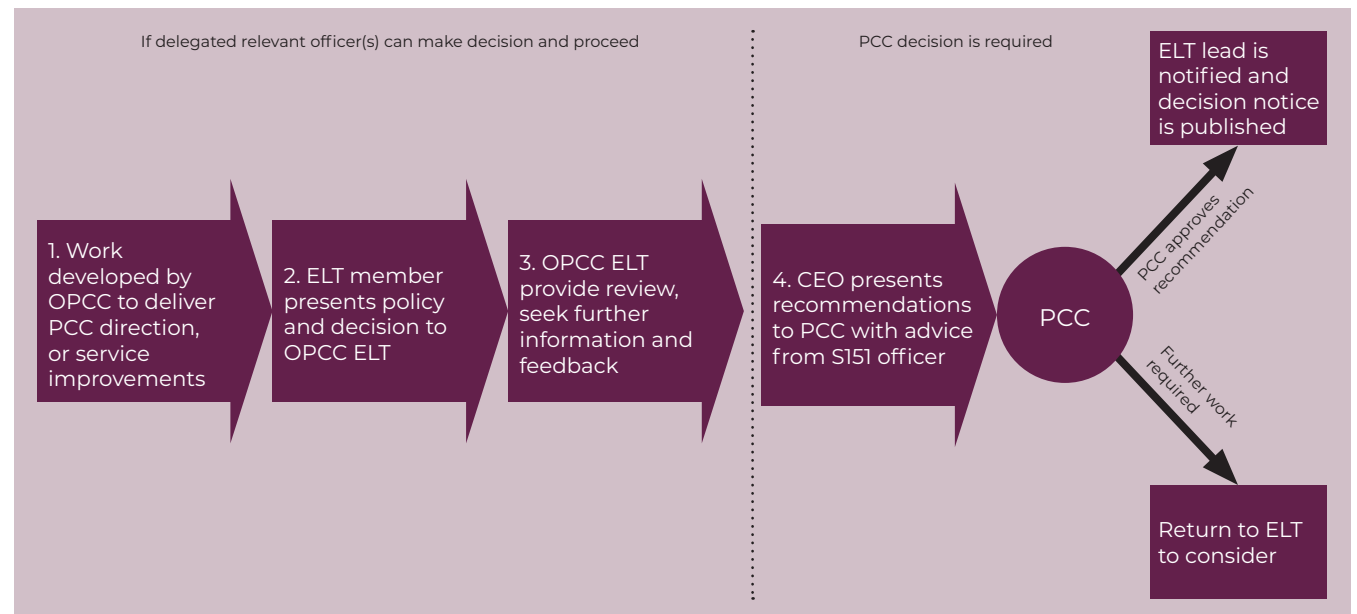
**Code of Corporate Governance** – sets out our governance principles of the OPCC

**Scheme of Delegation** - the powers delegated by the PCC and the Chief Constable to the Chief Executive or relevant Chief Financial Officer (CFO)

**Financial Regulations** - Financial regulations of Wiltshire OPCC & Wiltshire Police

**Contractual Regulations** - Contractual regulations of Wiltshire OPCC & Wiltshire Police

For all significant decisions, the OPCC will publish a 'decision notice' on the OPCC website. These notices set out the advice received from the CEO and CFO officer, in making the decision. These documents can be found on our website.



# Key OPCC partners



Working with partners is key to keeping Wiltshire and Swindon safe and making sure we have services that deliver efficient and effective public services.

Protecting our communities is not just about the policing and criminal justice response after a crime is committed but

addressing the underlying causes to prevent it from happening.

The Police and Crime Commissioner brings partners together to both improve policing but also the wider issues that increase demand on policing. Playing a leading role in a wide range of public

bodies and partnerships that address issues such as safeguarding, vulnerability, mental health, substance misuse and housing. This is in addition to work with other police forces and emergency service partners.

Some of the partners include:



# Appendix A: Delivery Plan 2023-24

## POLICE AND CRIME PLAN - PRIORITY ONE



**PRIORITY 1:**  
A police service  
that meets the  
needs of its  
community



PCC objective	Activity	Executive owner	Completion date
Increase public confidence, trust and police engagement with communities	Publish and deliver the OPCC Communications and Engagement Strategy	Head of Comms and Engagement	28 April 2023 - underway and ongoing
	Refresh the OPCC website, to ensure the public can easily access information about the work of the OPCC	Head of Comms and Engagement	October 2023
	Deliver the OPCC Police complaints and conduct improvement plan to have effective PCC oversight, provide public confidence and make improvements to the police complaints and conduct system	Chief Executive Officer	March 2024
	Work with Wiltshire Police to review independent scrutiny groups covering stop and search, use of force and out of court disposals to ensure they are supported appropriately and structured to be as effective as possible by end of Q4	Director of Operations	March 2024
	Enhance the independent custody visitor scheme through delivery of identified improvements and recruitment of additional volunteers. Build on this foundation by also setting up an Animal Welfare Scheme for police dogs as part of the national programme established by the Dogs Trust by the end of Q4	Director of Operations	March 2024
	Develop and deliver the Youth Voice procurement award by end of Q4, to build relationships and confidence with young people and ensure they have an effective say in the delivery of policing and OPCC services	Director of Operations	March 2024

PCC objective	Activity	Executive owner	Completion date
Give the police the right tools for the job	To help deliver improvements to the ERP (Enterprise Resource Planning) system based on the Employee Lifecycle Project with the production of a 6 monthly update showing progress and issues resolved	OPCC Chief Finance Officer	March 2024
	Complete a review of mental health demand and current service provision to identify opportunities for improvement aligned to the national 'right care right person' model by end of Q4	Director of Operations	March 2024
	Progress reporting in place to monitor reductions in CO2 emissions across OPCC and Wiltshire Police	OPCC Chief Finance Officer	July 2023
	Complete delivery of Tidworth police site and Melksham Custody refurbishment. To deliver a refurbished Custody and office accommodation in Melksham by October 2023	OPCC Chief Finance Officer	November 2023
	To assist in the purchase of appropriate land in Southern Wiltshire for Southern Hub with a pre-app submitted	OPCC Chief Finance Officer	June 2024
	To submit a planning pre-app for the HQ Masterplan	OPCC Chief Finance Officer	October 2023





## PRIORITY 2: Reduce violence and serious harm

# POLICE AND CRIME PLAN - PRIORITY TWO

PCC Objective	Activity	Executive owner	Completion date
Violence reduction and domestic abuse	Commission domestic abuse advocacy and refuge / safe spaces for domestic abuse victims in Swindon by the end of Q4	Director of Operations	March 2024
	Work in partnership with Wiltshire Police and Youth Justice Services to deliver the focused deterrence project to build relationships with communities and implement strategies to reduce serious violence amongst high-risk groups by the end of Q4	Director of Operations	March 2024
	Work with community safety partners in mobilising to meet the requirements of the Serious Violence Duty, including recruiting a Serious Violence Coordinator to facilitate the delivery of the strategic needs assessment and local response strategy by the end of Q4	Director of Operations	March 2024

# PRIORITY 3: Tackle crimes that matter to local communities

## POLICE AND CRIME PLAN - PRIORITY THREE

PCC Objective	Activity	Executive owner	Completion date
Anti-social behaviour	Develop and roll out multiagency ASB (Anti-Social Behaviour) toolkit, working with Community Safety Partnerships to implement clear and consistent partnership response arrangements to ASB issues and hotspots by end of Q4	Director of Operations	March 2024
Community engagement	Launch the PCC Community Action Fund to enable local groups to apply and secure funding for projects that support delivery of the Police & Crime Plan by end of Q1	Director of Operations	June 2023
Road safety	Work with police, fire & rescue, local authorities, and National Highways to develop a revamped road safety strategy and delivery plan, including the facilitation of a road safety delivery manager to coordinate partnership activity, by the end of Q4	Director of Operations	March 2024





# POLICE AND CRIME PLAN - PRIORITY FOUR



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

PCC objective	Activity	Executive owner	Completion date
The criminal justice system	Coordinate, support, and lead delivery of Wiltshire Criminal Justice Board Strategy performance improvements 2022-25	Chief Executive Officer	March 2025
Victim care and support	Undertake Victim Services commissioning and contract procurement for adult and young victims of crime with contracts and services in place by end of Q4	Director of Operations	March 2024
	Complete review of victims' hub and restorative services, implementing recommendations to deliver effective victims services in collaboration with Wiltshire Police by the end of Q4	Director of Operations	March 2024
	Mobilise independent sexual violence / domestic violence advocacy services (ISVA / IDVA) by end of Q2, providing support services to victims of domestic abuse in Wiltshire and sexual violence in Wiltshire and Swindon	Director of Operations	September 2023
	Work in partnership with NHS to commission therapeutic counselling services to provide support services to victims of child sexual abuse by end of Q2	Director of Operations	September 2023
Reduce re-offending	Work with Wiltshire Police to increase the throughput and utilisation of out of court disposal rehabilitative services to reduce reoffending, and where required, update or enhance pathways to meet criminal justice system requirements by the end of Q4	Director of Operations	March 2024
	Develop and implement action plans for priority groups including females, veterans, and those with neuro-diverse conditions to improve experience and outcomes in the criminal justice system by the end of Q4	Director of Operations	March 2024
	Mobilise and manage delivery of mental health, substance abuse and custody healthcare contracts to deliver required service levels by end of Q4, providing offenders with appropriate access to healthcare provision to support rehabilitation	Director of Operations	March 2024

# Appendix B: OPCC Organisational Improvement Plan 2023-24



Organisational aspect	Objective and activity	Executive owner	Completion date
Leadership competence, trust and personal accountability	Provide a clear OPCC purpose, direction for all staff for 2023-24	Chief Executive Officer	May 2023
	Improve trust and personal accountability with all OPCC staff by setting and agreeing values, behaviours, and commitments to improve collectively	Chief Executive Officer	May 2023



Organisational aspect	Objective and activity	Executive owner	Completion date
Objective measurement and performance	Strengthen department planning processes to improve planning and development, including workflow, budget setting and monitoring and risk management	Chief Executive Officer	August 2023
	To better monitor delivery and enable improved decision making develop OPCC organisational and departmental performance scorecards	Chief Executive Officer	June 2023
Processes, policies and systems	Review OPCC budget structure to support accountability, effective and efficient management of productivity and resources	OPCC Chief Finance Officer	March 2024
	Review all relevant OPCC HR policies and systems to ensure they reflect OPCC direction and support delivery including people development, talent management and succession planning	Director of People	March 2024
	Improve workflow, monitor performance and cost by successfully implementing a case management system for legal services	Head of Legal and Complaints Resolution	September 2023

Organisational aspect	Objective and activity	Executive owner	Completion date
Tools and training	Provide OPCC staff with suitable and effective office environments that support working practices and behaviours	OPCC Chief Finance Officer	December 2023
	Deliver Business Support enhancements that increase the effectiveness and efficiency of business support and implement Office 365 improvements	Director of Operations	March 2024
Delivery	Strengthen OPCC business planning to ensure the OPCC coordinates efforts across its functions, with Wiltshire Police and partners	Chief Executive Officer	October 2023
	Ensure stakeholders are identified for all aspects of this plan and work collaboratively to make delivery effective and efficient across the OPCC, Police and partnerships	Director of Operations	May 2023
	Deliver the OPCC Police complaints and conduct improvement plan to have effective PCC oversight, provide public confidence and make improvements to the police complaints and conduct system	Chief Executive Officer	June 2023
	Work with other OPCCs and the Association of Police Chief Executives to share best practice, develop staff networks and support national improvements	Chief Executive Officer	July 2023



# Delivery Plan - Key Performance Metrics used to track progress with OPCC Delivery Plan 2023-24

## PRIOTITY 1:

### A police service that meets the needs of its community

- Overall crime volume
- Time to charge: sexual offences / burglary / violence against the person
- Crime volume: violence with injury / burglary
- Community intelligence: County / Swindon
- Outstanding suspects
- Volume of complaints
- Further action taken rate: violence with injury / burglary
- Police physical attendance rate: County / Swindon
- Average response time: immediate / priority
- Response rate: immediate / priority
- Abandonment rate: 101 / 999
- Victim satisfaction: overall / ease of contact

## PRIORITY 2:

### Reduce violence and serious harm

- Time to charge / outstanding suspects: RASSO (Rape and Serious Sexual Offences)
- Crime volume: RASSO / serious harm (SH) / domestic abuse (DA) / hate / cyber
- Further action taken outcome volume and rate: RASSO / SH / DA
- Further action taken outcome rate: RASSO / SH / DA / hate / cyber

## PRIORITY 3:

### Tackle crimes that matter to local communities

- Volume of anti-social behaviour – County / Swindon
- Road safety: tickets issued for various offences / speed awareness course referrals

## PRIORITY 4: Improve the experience of victims and deliver justice

- Victim satisfaction performance metrics:
  - Time to investigate
  - Investigation
  - Actions taken
  - Treatment by police
  - Being kept informed
- Criminal Justice System metrics:
  - Number of Serious Sexual Cases referred to Crown Prosecution Service
  - Percentage of victims who decline support
  - Volume and average days of released under investigation cases
  - Proportion of offenders who reoffend – (proven reoffending (historic) - adult)
  - Re-arrest rates - the number of distinct adults who have been arrested at least once in the previous 12 months
  - Neighbourhood crime re-arrest rate (number of distinct individuals)
  - Violent crimes re-arrest rate (number of distinct individuals)
  - Number of mental health treatment requirements ordered
  - Drug and alcohol criminal justice referrals



# Office of the Police and Crime Commissioner

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