

Meeting	Police and Crime Panel
Date	14 September 2023
Report Title	PCC Annual Report 2022-23 Draft
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1. Purpose of Report

- 1.1 To provide comment and recommendations on the draft version of the PCC Annual Report 2022-23

2. Main Considerations for the Board

- 2.1 As required by the Police Reform and Responsibility Act 2011, the PCC is required to produce an annual report on the performance against the Police and Crime Plan 2022-25 (P&C Plan).
- 2.2 The report identifies the highlights of the year, areas to improve, progress against his plan and future challenges and opportunities. Presenting a short summary of the progress against the progress against the P&C Plan, the priorities and the performance covering the financial year 2022-23.
- 2.3 It also includes information required such as financial information. Much of the content of this Annual Report has been presented to Panel in the quarterly highlight reports, briefings to communities and OPCC press releases.

3 Recommendations

- 3.1 The Annual Report is provided in draft form to meet the statutory consultation process to allow for PCP members to comment and provide any recommendations for the PCC to consider prior to the final version being designed.
- 3.2 A final version will be circulated to PCP members and published following review of panel feedback.

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Foreword by Philip Wilkinson, Police and Crime Commissioner

Welcome to my Annual Report which I hope you will find informative as well as providing an insightful summary of the work undertaken by myself and my team during the 2022/23 financial year. It has certainly been another busy and productive year, with progress being made across all the priorities of my Police and Crime Plan 2022-25.

Since starting in this role, my mission, and that of my Office, has always been Making Wiltshire Safer – safer for all those who live, work and visit our county. I am totally committed to driving this mission throughout the remainder of my term as I continue to deliver on the commitments that I have made to all residents.

While the Police and Crime Panel hold me to account, the role of the Police and Crime Commissioner is, on behalf of the residents of Wiltshire and Swindon, to hold the Chief Constable to account to maintain an effective, and legitimate, police force and the delivery of my Police and Crime Plan. This plan focuses on the priorities that you made me aware of through my many meetings with the public and our various survey feedback.

The recruitment of a new Chief Constable was a conscious decision on my part to bring an experienced and senior chief officer to Wiltshire and I am pleased to be able to report that the actions Chief Constable Catherine Roper has been taking are delivering the necessary changes that we need to improve the performance of Wiltshire Police.

There has been a defined focus on quality of service, on driving performance, an increased focus on victims and quality of investigations to boost outcome rates. We have also seen a determined effort by the Chief to encourage leaders within the Force to take control and drive-up standards and for our communities to receive more visible, proactive policing.

There remains much work to be done and Chief Constable Roper has been detailing these improvements and actions in her fortnightly open letter to me, which she also shares with you - so you can hold us both to account.

I, and my strengthened team spent much of last year challenging the previous Chief Constable to empower and better support the front-line commanders and officers and which included putting in place a new hierarchy of leadership training courses.

Towards the end of last year and supported by the Government's 'uplift' in police officer numbers, we finally started to see some serious improvements in operational performance, and I am delighted to report that with Chief Constable Roper, and a restructured leadership team in place, these improvements are accelerating.

In summary, Wiltshire Police is an improving police force, which combined with the additional services commissioned by my office is an improving police service.

Collectively we are making considerable progress in many specialist areas of policing but we still have much more to do before Chief Constable Roper and I can be confident that we have the most effective operational processes in place to provide the policing service that our residents want and deserve.

It has taken nearly two years since I was first elected but I am now confident that working with Chief Constable Roper, and her new team, we will see positive progress when they are next assessed by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

First and foremost, though, and more importantly than any inspection, I want Wiltshire Police, supported by my team, not only to continue to make Wiltshire safer but also for you, our residents, to feel safer in your communities too.

Only when we deliver that mission, and have earned the trust and confidence of you, our residents, will I be satisfied.

Police and Crime Commissioner role

As PCC, I ensure the public has a direct voice in policing and crime matters. I am also responsible for:

- Setting the strategy for policing and community safety through a Police and Crime Plan
- Commissions a range of services to deliver the Police and Crime Plan
- Commissions support services for victims of crime
- Sets the annual policing budget and the precept
- Provides a local link between police, local authorities, Wessex criminal justice partners, partner agencies and communities
- Consults and engage with members of the public, specifically victims of crime
- Maintains an efficient and effective police force
- Holds the Chief Constable to account for the operational delivery of policing and the performance of the force
- Publishes an annual report reporting on progress made against the Police and Crime Plan
- Appoints, and if necessary, removes a Chief Constable
- Contributes to responding to national and regional criminal activity and threats as set out by the Home Secretary in the Strategic Policing Requirement

More information about how the PCC supports victims, makes decisions, and is scrutinised themselves - by the Police and Crime Panel - can be found [here](#).

Your PCC – find out about my role and work

I am keen that Wiltshire's residents can find out as much information as possible about the role of the PCC, my office and the work that is being carried out.

As well as sending regular updates to all parish council magazines, there are a range of options on my website where you can access the latest news and performance reports:

- [Making Wiltshire Safer - Wiltshire and Swindon Police and Crime Plan 2022-2025 \(office.com\)](https://www.wiltshire-pcc.gov.uk/office.com)
- [Quarterly Performance Reporting \(wiltshire-pcc.gov.uk\)](https://www.wiltshire-pcc.gov.uk/quarterly-performance-reporting)
- [Philip Wilkinson - Choose My Police and Crime Commissioner \(choosemypcc.org.uk\)](https://www.choosemypcc.org.uk)
- [Campaigns \(wiltshire-pcc.gov.uk\)](https://www.wiltshire-pcc.gov.uk/campaigns)
- Media releases – [OPCC News \(wiltshire-pcc.gov.uk\)](https://www.wiltshire-pcc.gov.uk/opcc-news)
- Area boards - [Scheduled meetings - Wiltshire Council](https://www.wiltshire-pcc.gov.uk/scheduled-meetings)
- [Police and Crime Panel – scheduled meetings and reports \(Wiltshire Council\)](https://www.wiltshire-pcc.gov.uk/police-and-crime-panel)

Police and Crime plan overview

Making Wiltshire Safer: Police and Crime Plan 2022-2025 was informed by you – our residents.

I consulted widely via the Use Your Voice survey, public discussion groups, with 462 responses from partners on behalf of large parts of our community, including MPs, local authorities, and councillors in Wiltshire and Swindon.

I listened to key stakeholders and partners, using Focus Group sessions including representatives from diverse communities and young people, and listened to the Chief Constable and colleagues within Wiltshire Police, before publishing my Plan, after approval from the Wiltshire and Swindon's Police and Crime Panel.

You told me that you wanted a police service which fights crime, prevents Anti-Social Behaviour (ASB) and drug-related activities in your communities, delivers improvements in road safety, tackles rural crime and reduces serious violence and domestic abuse.

These areas were important to you and my Police and Crime Plan, and its priorities, has ensured that a range of activities to achieve improvements have been carried out.

Since its publication in March 2022, and to maintain its relevance, I have continued to listen to the comments from our communities and the input from our public surveys and made nuanced changes to the plan as and when necessary, also drawing from a wide range of crime data to shape delivery.

My mission has always been to make Wiltshire safer through the provision of an effective and efficient police service which tackles the crimes that matter most to our communities. My

Making Wiltshire Safer: Police and Crime Plan sets out the direction for Wiltshire Police's focus and priorities from 2022 – 2025 to help to achieve this.

It is my job as Police and Crime Commissioner to ensure Wiltshire Police has the necessary resources to fight and prevent crime. During the last year, our communities have reinforced the need for more frontline police officers – and I agree with them.

Using your support for a precept increase, on top of the 150 new officers from the Government's 'uplift' programme, Wiltshire Police will recruit its own uplift of 32 additional officers to help provide more visible policing in communities and deliver better quality investigations which, in turn, will aid outcome rates and justice for victims.

These officers will bolster Wiltshire Police's work in the community, and crime investigation, as well filling specialist roles and adding to the rural crime team. This will mean Wiltshire Police will better meet the needs of our communities.

The Plan has four priorities:

Priority 1: Provide a police service that meets the needs of its community. Due to the government's uplift programme, we now have 150 more officers than two years ago – and the most police officers Wiltshire Police has ever had in more than a decade. This is alongside a new targeted operational model that places more officers in the neighbourhood teams and in the community.

We also now have two mobile police stations to visit our smaller towns and villages where police stations have been closed and to improve the service we deliver. Wiltshire Police has two more mobile stations in the delivery pipeline and these will be out in our communities soon. We still have work to do to improve our response to 101 calls but that is a work in progress.

Priority 2: Reduce violence and serious harm. Two years ago, the positive outcome rate for rape and serious sexual offences in Wiltshire were some of the worst in the country and less than 2%. The Force's positive outcome rate as of March 2023 is 22.6% which, while still too low, is an improvement I am determined to sustain, and I encourage any victims to please report any crimes to the Police.

The use of illegal substances is a complex and long-term challenge but Wiltshire Police is now the best performing force in the country per head of capita for county line drug disruptions and my office is working closely with partner agencies across the Combating Drugs Partnerships in Wiltshire and Swindon to help those affected by substance abuse by delivering high-quality treatment and recovery, as well as targeting the networks to reduce supply and demand.

There is understandable concern from communities about the rise in knife crime and serious violence, particularly by young people, and the Force have significantly stepped-up targeted enforcement and disruption activity to target these offenders involved in gang violence. Following the government's establishment of the Serious Violence Duty, my office has been leading efforts to better coordinate the multi-agency response to knife crime in our communities, through the Community Safety Partnerships in Swindon and Wiltshire and invest the additional funding we have secured to divert those young people most at risk of serious violence and support those affected.

Priority 3: Tackle the crimes that matter to local communities. You asked me to focus on road safety, anti-social behaviour, and rural crime.

Wiltshire Police's approach to delivering road safety is a combination of education, effective enforcement, and deterrence.

In 2021, the Force issued a total of 192 enforcement tickets, referrals to court and speed awareness courses. As a result of significant investment, between the 1 April 2022 and 31 March 2023, this team issued 2,561 speed awareness course tickets, 330 fines and points and 44 court appearances occurred from undertaking enforcement at 220 locations.

A key commitment I made in my plan was to use data from community Speed Indicator Devices (SIDs) to better inform and target the police's enforcement activities to areas of greatest risk and I am pleased to confirm that this is now happening.

Tackling anti-social behaviour requires a comprehensive approach with local authorities and other partners, as many of the solutions and interventions are delivered by organisations other than the police. While the overall trend for anti-social behaviour is heading down, I recognise the impact this type of crime can have on individuals and communities, and I am pleased that where hotspots do emerge the police and local authorities are working together to tackle it swiftly.

You can keep up-to-date with where speed enforcement action is happening across our county by visiting my webpage – [Road Safety \(wiltshire-pcc.gov.uk\)](https://www.wiltshire-pcc.gov.uk/road-safety).

Significant investment has Op Galileo, forms part of Wiltshire Police's Rural Crime strategic plan and is a national campaign which seeks to combat offenders poaching and hare coursing. My office has funded drones and night vision equipment to drive enforcement improvements. As a result, there has been a 55.5% reduction in hare coursing and a 64.3% reduction in poaching crime logs.

Priority 4: Improving the experience of victims and delivering justice. My office commissions many of the services which support victims and using local funding, as well as money from the Ministry of Justice, we invested £2M in these services in 2022-23.

I chair the Wiltshire Criminal Justice Board which works to coordinate criminal justice services and improvements across the system, working with the Crown Prosecution Service, HM Courts and Tribunal Service, Prison Service, Probation Service, youth justice services, local judiciary, Legal Aid Agency, and the police.

2022 – 2023 Police and Crime plan progress update

Priority one

Recruitment of Chief Constable: I was delighted to appoint new Chief Constable, Catherine Roper, following a competitive recruitment process in February 2023. Appointing a Chief Constable is one of the most important decisions I will make while in office and I am grateful for the support of my office in bringing the comprehensive recruitment process to a successful conclusion.

We are fortunate to have secured such considerable policing experience and aptitude in Chief Constable Roper. Her focus and commitment to delivering a quality police service for the county's residents was evident and I was particularly heartened to hear the passion she will bring to improving the performance of, and confidence in, Wiltshire Police.

Uplift achieved: Wiltshire Police successfully increased its full-time equivalent police officer numbers to over 1,165 by March 2023 meeting the Government's national uplift campaign. I

have also invested in additional officers and staff to ensure that Wiltshire's residents see an improved and more visible police service.

Annual drug offences crime volumes decreased by 10% between April 2022 – March 2023 (1109) and April 2021 – March 2022 (1205). The national figures for crime disruption activity show Wiltshire Police are the top force in England and Wales for the past two years.

Mobile police stations: I approved investment for Wiltshire Police to purchase two further mobile police stations that will be active in rural communities and support night-time economy policing operations in our larger communities during certain weekends. They are equipped and designed to replicate actual police stations, supporting neighbourhood policing officers further in their work protecting our communities.

HMICFRS vetting and misconduct: Together with Chief Constable Roper, I have reviewed all local standards and vetting policies to ensure they are fit-for-purpose. A comprehensive review of all existing misconduct cases has been completed by the Force. All Force staff and officers are being checked against national police data bases and I have taken the additional step to include all OPCC staff in this review.

Police training: My office commissioned an external review of Wiltshire Police training, receiving 80 recommendations for immediate actions to improve training and development for officers and staff. As a result, I approved investment of £1.2m to improve the training estate which includes new facilities and IT equipment, with the aim to significantly enhance the capability and quality of training the Force can deliver for staff.

Force & OPCC Environmental Sustainability strategy: We are focused on delivering reductions in emissions and reducing our impact on the environment. We have set our objectives in line with key government policies, and we are committing to refining our understanding of our environmental impact as an organisation and across our supply chains. We are working to increase our understanding and systems to monitor, and subsequently reduce our impact across our organisation and workforce.

Melksham custody refurbishment: I approved a £3.7M investment to fund refurbishment works within the custody suite at Melksham, including mechanical and electrical system upgrades, an improved air lock system, a more secure alarm network and a refresh of the custody desk, offices, and cells. The improvements will also meet Home Office compliance advice, as well as HMICFRS inspection criteria. This in turn will help to improve future Wiltshire Police PEEL reports and overall custody standards.

These works will ensure Wiltshire Police provides modern custodial facilities for improved detainee safety and better evidence collection opportunities to inform investigation and charge outcomes. The design also incorporates important improvements to the way in which detainees with neurodivergent conditions are managed whilst on custody. I am confident that all areas of policing will reap the benefits of this refurbishment project.

Tidworth Police Station: The new community police station in Tidworth replaces the town's ageing community centre and the old police stations in Tidworth, which was no longer fit-for-purpose for modern policing. The partnership with Tidworth Town Council is enabling the construction of a new police station, with an investment of £2M from the OPCC, with a better facility for people living in the local community, which will be more accessible and will create a better working environment for our officers and staff.

Southern Policing Hub: I am committed to a Safer South Wiltshire and have listened to residents' concerns, alongside the operational advice from Wiltshire Police. A public consultation event was held at Salisbury Guildhall 31 October, which more than 100 people

attended in person. It is a key part of my Police and Crime Plan – and a core component of my Estate Strategy- to have major policing hubs to cover the north of the county, which is Gablecross in Swindon, and one in the south, in the Salisbury area. We have proceeded to explore several options for possible locations – and finances allocated within the Medium-Term Financial Strategy for investment.

Scrutiny panels: These panels are made up of local volunteers from a diverse range of backgrounds and experience. They meet regularly to review body worn video footage of the use of force and stop and search, and to monitor the use of Out of Court Resolutions by the police. The panel offers a public perception of policing, which is shared directly with officers, providing organisational learning and helping to improve procedural justice.

Priority 2

Op Soteria: Part of the government's Rape Review, Operation Soteria is a Home Office-funded research and change programme which has developed a new national operating model for the investigation and prosecution of rape and serious sexual assault. In March 2022 the Home Office announced Wiltshire Police would be included in phase two of Op Soteria, alongside Dorset and Hampshire forces. Op Soteria ensures every police force is focused - not only to improve the service victims receive - but to ensure everyone in the criminal justice system is working to improve charge rates and convictions, which have been appallingly low. These principles are perfectly aligned with the priorities within my police and crime plan.

Serious Violence: Tackling knife crime and serious violence is a key priority for Wiltshire Police, and they have undertaken significant enforcement activity across response to community concerns. The police approach is always intelligence led, and operations have been focused on high-harm causers – those individuals known to be part of gangs and most at risk of being engaged in serious violence or carrying bladed weapons.

Following the establishment of the Serious Violence Duty by the government in January 2023 my office has been leading the coordination of partner agencies from across policing, health, local government, justice and education to work with the community to tackle the root cause of knife crime. The OPCC has funded a number of interventions and diversionary activities in partnership with other agencies to reduce young people's interaction with the criminal justice system.

These include 'PL Kicks' – a scheme run by Swindon Town FC Community Foundation in conjunction with the Premier League which uses football to engage young people between 8-18 years of age to help tackle youth violence and improve community safety. The OPCC has also provided funding to support the mobilisation of the nationally recognised 'Focussed Deterrence' model, which involves police officers working with Swindon Youth Justice Service in a multi-agency team to deliver engagement and enforcement interventions for those young people who are the greatest risk of committing serious offences. Street Doctors and the Blunt Truth are examples of educational interventions the OPCC are also funding with the Youth Justice Service to deliver emergency first aid training sessions which empower young people affected by violence to keep themselves and others safe.

Operation Sceptre: In addition to these proactive operations and interventions, Wiltshire Police also undertake extensive community engagement, primarily through schools, as part of the national operation to reduce knife crime, Operation Sceptre. This involves the police conducting test purchase operations to ensure young people are not able to buy knives illegally, undertaking knife sweeps within the local community to recover discarded weapons and placing amnesty bins in community locations to encourage the safe disposal of these

weapons – since 2018 this has resulted in the removal of over 1,200 knives and blades from our streets.

Op Scorpion: Together with fellow Police and Crime Commissioners, and their respective Forces across the south west, we have collaborated on Op Scorpion to disrupt drug dealing, and associated crime, in our communities. Tackling drug-related crime, rooting out dealers and disrupting supplies of drugs onto Wiltshire's streets has been the direct result of a regional, co-ordinated, campaign led by the south west region's five Police and Crime Commissioners.

In March 2022, targeting drug dealers across the south west

- Recovered more than £400,000 worth of drugs
- Arrested 194 people
- Seized weapons, money, and vehicles
- Safeguarded 320 vulnerable people

In July 2022, the outcomes of 55 warrants being executed in the region were

- 127 people arrested
- Drugs with an estimated street value of £630k
- £180k in cash and a vast array of weapons seized
- 237 children and vulnerable adults safeguarded

Following a series of raids in Wiltshire

- Disruptions to 76 drug lines
- 40 arrests were made resulting in 16 charges and two convictions so far
- 17 children and vulnerable adults were safeguarded
- Knives, knuckledusters, and air guns were seized
- When a car was stopped on the A350, £2,000 cash and 150 wraps of Class A drugs were seized

In April 2023 officers executed eight warrants in Swindon and Salisbury

- Officers from the Force's Fortitude Teams conducted an ANPR (Automatic Number Plate Recognition) operation, stopping 18 people.
- In total, 14 arrests were made for drug and violence related offences, with four people remanded in custody.
- Cocaine worth £9,150, cannabis worth £1,150, £1,500 in cash
- 10 vehicles were seized.
- Officers also seized three machetes, three crossbows, an air weapon, a knife, a lock knife, a baseball bat, and a pair of num-chuks.
- Of the 14 arrests, six have been charged.

Safety at Night Charter: My office launched the Safety at Night Charter across Swindon and Wiltshire in 2022 which is aimed at supporting local businesses across the night-time economy to reduce violence and help the public feel safer when out at night. Aimed at pubs, bars, restaurants as well as leisure and event venues and transport providers, the charter provides practical advice and guidance for businesses and their staff on establishing and maintain a safe space for everyone, but with a focus on women and girls as we know from our own survey that they are often disproportionately affected by crimes in these venues. More than 150 organisations have signed up across Wiltshire and Swindon and this has been supported by proactive, high-visibility, policing operations, targeted in hotspots areas to tackle violence in the night-time economy and provide reassurance to the public.

Support for Victims: Almost £900,000 of funding for victims in 2022-23 was utilised in the support of victims of sexual harm and domestic abuse across Wiltshire and Swindon with more than 4,000 victims of domestic abuse being supported by specialist services and 1,700 victims of sexual violence receiving dedicated support. During the year I worked with Wiltshire Council to recommission the domestic abuse service with increased referrals available to victims, and the provision of mental health support and a specialist team to support moving people into refuge accommodation. My office also worked with NHS England to recommission therapeutic interventions to support victims of child abuse.

Sexual Assault Referral Centre (SARC): This service offers immediate support to victims of recent or non-recent rape or sexual assault, offering confidential, practical and emotional support from a team of specialist staff. I was pleased that my office and NHS Southwest were awarded the “Best Procurement Delivery Award” for the recommissioning of this service in October 2022, following the launch of the new contract as it demonstrated our commitment to the quality of this service for victims and the importance of the support provided through every step of the process.

Domestic Abuse Perpetrator Programme: Through a progressive partnership approach between my office and the Probation Service we have launched a domestic abuse perpetrator programme delivered by the Integrated Offender Management Team within Wiltshire Police to comprehensively monitor 64 high-risk offenders in the community and custody and deliver behavioural change interventions designed to reduce their likelihood of reoffending.

Starting Point Mentoring Pilot: My office has funded a pilot Swindon Borough Council to deliver mentoring to 20 young people most at risk of entering the criminal justice system or being exploited through involvement in gang crime. This is focused particularly on those children attending EOTAS (Education Other Than at School) and I will fund a similar pilot in Wiltshire in 2023-24.

Together with Wiltshire Police, I joined partners across the south west to support **Operation Cavell** which is a campaign to tackle rising assaults against emergency responders and increasing support for all emergency workers to secure convictions for offenders.

Priority 3

Road safety: I promised to improve road safety and make better use of intelligence data. My office has led increased road safety focus, including collaboration with all partner agencies to improve co-ordinated outcomes. Three new Traffic Enforcement Officers have been employed; as well as state-of-the-art equipment, three new Road Safety Officers and associated cars, two administrators to process speeding tickets increasing focus on road safety and supporting Community SpeedWatch activities.

Between the 1 April 2022 and 31 March 2023, this team issued 2,561 speed awareness course tickets, 330 fines and points and 44 court appearances occurred from undertaking enforcement at 220 locations.

I said we would use data from Speed Indicator Devices (SIDs) across Wiltshire and Swindon to inform Force deployment of enforcement activities in my Police and Crime Plan - and we have. A pilot has been successfully undertaken from January to June 2023 to gather data from 20 SIDs for use by Wiltshire Police. The monthly data was extracted by volunteers over a period of five months. This data has been sent to Wiltshire Police and imported into their computer system.

The data has been used to assess average and maximum average speeds on an hourly / daily / weekly, and monthly basis, at all locations covered by the SIDs. The Force uses this data, together with other sources of intelligence, to make speed enforcement decisions. This has now been rolled out to all SIDs across Wiltshire and Swindon, with 60 SIDs registered and submitting data.

Wiltshire Police have joined the Department for Transport campaign and are using positive drug wipe data to enhance intelligence and to improve road safety.

Anti-Social Behaviour: This is not a low-level crime – it can be devastating for those who become victim to it, and can be a precursor to more serious crime. I am determined that Wiltshire Police tackle it, working jointly with local authorities and other partners to respond robustly and comprehensively to issues where they arise.

In the last year, Wiltshire Police has worked with Wiltshire Council and Swindon Borough to address the underlying causes, symptoms and consequences of anti-social behaviour while utilising the range of powers available to address and reduce its impact on the community.

This has included the use of public space protection orders, dispersal orders in areas of concern, injunctions on individuals and closure orders on properties where such behaviour has caused significant distress to local residents. The Force have also undertaken high-visibility patrols in hotspots identified by the community and targeted enforcement at those individuals perpetrating this sort of crime.

My office has worked with partners across the Community Safety Partnerships in Wiltshire and Swindon to develop an ASB toolkit which helps the public access the support they need and signpost to the right agency, which can deal with any issues they are experiencing.

While I am pleased to see a drop in incidents of anti-social behaviour in the last year of 27% in Wiltshire and 32% in Swindon, there remains more to do, and I will continue to focus on this issue as residents have told me how important it is to them.

Safer Streets Fund: My office worked with Swindon Borough Council and Wiltshire Council to successfully secure over £0.5M through the government's Safer Streets Fund to deliver projects designed to combat acquisitive, anti-social behaviour and tackle violence against women and girls. The range of interventions delivered included targeted youth work with young people in deprived areas, establishment of pop-up youth cafes, procurement of a mobile CCTV unit and installation of CCTV in hotspot areas, prevention work with schools and parents, provision of taxi marshals in Swindon to help increase safety for those out socialising as weekends.

Rural crime: I know how important tackling rural crime is, so I have invested in the Rural Crime Team with the uplift of three staff, doubling the size of team and purchasing a new pursuit and off-road vehicle. This is alongside ensuring the team have the most appropriate night vision devices and drones to aid their proactive work. I have supported visible operations and work with Rural Crime Partnership to improve our rural communities trust and confidence in policing. However, there is still more to be done and we are in the process of establishing an intelligence-led regional collaboration to tackle those organised crime gangs engaged in rural acquisitive and heritage crime.

PCC Community Action Fund: this year I relaunched my Community Action Fund which offers grants up to £5,000 to local organisations and charities to support delivery of activities which align with the priorities set out in my Police and Crime Plan. Working closely in partnership with the Wiltshire Community Foundation, we have redesigned the application process to make it even more accessible for smaller group and enable multiple opportunities

to apply throughout the year. Funded by proceeds from the Police Property Act, the pot of money available has come from auctioning any unclaimed property that has been recovered following a crime.

Priority 4

Supporting Victims: During 2022-23 across Wiltshire and Swindon, I dedicated more than £500,000 in addition to national funding of more than £1M to support victims of crime, resulting in over 24,000 victims being assisted with a range of specialist and practical support depending on their needs.

Horizon: At the centre of Wiltshire and Swindon's model of support services is Horizon Victim and Witness Care, which provide support to all victims of crime. The team is funded by the OPCC and during this year I have supported the development and extension of the new advocate role which is aimed at enhancing the support and guidance available to particularly vulnerable victims.

Restorative Justice: Restorative Together is a service provided by Horizon which brings those harmed by crime or conflict together with those responsible. This service offers victims of crime a level of resolution and possible closure and can help the harmer recognise and understand how their behaviour affects others. The Restorative Justice facilitators are all volunteers who are highly trained to work with those harmed, and their harmers, to help all parties move on in a positive way. I was delighted that Wiltshire's Restorative Justice volunteers won the Citizens in Policing 'Police Support Volunteer Team of Year' at the South West regional awards - this particularly recognised the dedication and skills they must make this vital programme a success.

Mental Health Triage: This year my office has recommissioned the mental health triage service, working with partners in Avon & Wiltshire Mental Health Trust and the Bath and North East Somerset, Swindon and Wiltshire Integrated Care Board. The service provides a dedicated clinical mental health professional 24/7 located in the force control room to assist police with incidents where the mental ill health of an individual gives rise to concern.

Custody Healthcare: During the year my office worked with colleagues from police forces across the south west to commission a new regional custody healthcare contract. Worth £8M, over ten years, this contract provides professional health services to detainees while in custody delivered by qualified medical professionals, ensuring high standards and quality of care and support throughout the custody process. This contract went live in Wiltshire Police in October 2022.

Reducing Reoffending: My office commissions a range of services aimed at reducing reoffending by providing appropriate help, rehabilitation, and support services for offenders.

In the last year the OPCC has worked with NHS England to recommission the mental health treatment requirement service which provide individuals with complex mental health needs with specialist support through community sentencing.

We have also worked in partnership with our colleagues from local authorities, Erlestoke Prison and the Probation Service on a number of issues including recommissioning substance misuse contracts in both Swindon and Wiltshire. These services provide drug and alcohol treatment pathways through out-of-court resolutions and court orders for offenders, delivering alcohol treatment and drug rehabilitation requirements. These contracts include

hubs across the force area as well as outreach services into custody where dedicated staff work alongside the police to engage and support offenders to tackle substance misuse.

In addition to these specialist services, the OPCC commissions a range of out-of-court resolutions. These are a means of dealing with less serious offending, which do not need prosecution at court and can be dealt with quickly and more effectively through alternative means. My office funds an interventions hub hosted online which provides 35 e-learning interventions targeted at common low-level offences or at specific offender groups such as vulnerable females.

An external review of the **Wessex Criminal Justice system**, which identified case supervision, training, police / CPS (Crown Prosecution Service) relationships, initial response, and processes as areas to improve. The significant improvement in DA (Domestic Abuse) 1st hearings from 79 days (May 21) to 22 day (May 22). Now, includes a 33% decrease in the average days from police referring a case to the CPS and the CPS authorising a charge, March 23. Alongside 7% (65) growth in investigations where an offender was issued with a charge outcome: victim-based offences.

Listening to You

Hearing your feedback and your experiences of the service you have received from Wiltshire Police is a vital and helps me to scrutinise and challenge the policing service being delivered with the Chief Constable, and her leadership team.

As part of this, gathering feedback from our communities either I, or a member of my Office, has attended 15 Area Boards across Wiltshire between April 2022 and March 2023. We were also present at 12 Parish Council meetings and seven town council meetings. I have also been responsible for providing regular updates to both local authority council leaders and providing briefs and updates for all councillors across Wiltshire and Swindon.

We use these community-based meetings to gather feedback and hear how communities feel about the policing service but also to update on issues important to local communities, often with our policing colleagues so we can provide the fullest picture possible.

All information received is used to build improvements into the Force, where appropriate, or to provide community intelligence which can be used to inform local policing priorities. Talking and listening to residents – and key communities – remains an area where we are dedicating time and resource to ensure I can faithfully represent the views of communities within policing.

My office and I have been out at 34 public consultation sessions across the county – including at high-footfall areas such as shopping centres, schools, and community centres, libraries and in under-represented communities.

We also actively engage with our communities digitally across social media channels where I, or my office, have a presence on Facebook, Instagram, LinkedIn, YouTube and X (formally Twitter).

Between March 2022 and 2023, we have published 928 posts, delivered 812k impressions (the number of times it was displayed in a content feed), to 318k users, with a 6.7% engagement rate. We consistently benchmark our engagement rates against industry standards for local government.

We use our public sector website to its full potential, ensuring accessibility best practice and engaging with new and returning visitors. This has resulted in nearly 44,000 page views. The

website is optimised for all devices and, along with our social media activity, we track its performance and make improvements where needed. * These analytics were provided by Hootsuite.

As well as attending 57 public engagements across the county, and representing the role of PCC and my office, I also hold regular bi-monthly surgeries with all local Members of Parliament, and quarterly meetings with Leaders of Wiltshire and Swindon Borough Councils and ensure any issues raised with them by their electorate are dealt with, and action taken where necessary and appropriate.

Alongside this, the work of the Force and how my office scrutinises, challenges, and supports the performance of Wiltshire Police, was looked at in great detail across six Wiltshire and Swindon Police and Crime Panel meetings.

During the same time period, my office has continued to ask for residents' views and feedback in a more formal way. These include engaging with young people, with communities and with victims of crime:

- **Youth Commission:** The commission is now in its second year and enables young people aged between 14 and 25 to support, challenge and inform the work of the Police and Crime Commissioner for Wiltshire and Swindon. Young people can gain new knowledge, skills, and experiences, and have their say on crime and policing issues that matter most to them and their peers. The Youth Commission published its report earlier this year, and I hosted the 'Big Conversation' conference in January 2023 alongside police and partner agencies to hear directly from the youth commissioners on their findings.
- **Safer Nights Survey:** 2,800 residents responded to the survey sharing how safe they feel at night, and what could be done to ensure they feel safer. The results shaped the Safety at Night Charter and informed funding bids from the OPCC, and partners, for safer streets funding. Projects now being delivered include more street lighting, extra CCTV and a network of business signing up across Wiltshire and Swindon.
- **Victims Voice - satisfaction survey:** the OPCC coordinate the victims survey to ensure Wiltshire Police are meeting the needs of our victims. This survey aims to gain insight from a greater number of victims and use their experiences to help shape and improve services and the way the police engage and support victims through the criminal justice process.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services Inspections

In 2022, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services Inspection (HMICFRS) conducted an inspection of Wiltshire Police in line with their programme of scrutiny. Its report, 'Police Effectiveness, Efficiency and Legitimacy' (PEEL), in July 2022, graded Wiltshire Police as 'inadequate' in the ability to respond to the public, protect vulnerable people and strategic planning.

All other areas of assessment were graded as requires improvement, including how Wiltshire Police support victims and protect vulnerable people. Due to this inspection Wiltshire Police were placed into 'ENGAGE' status, where additional support and oversight are put in place by the inspectorate.

The Inspectorate's report was a sobering read and is highly disappointing especially when I know we have many dedicated officers and staff working hard to deliver a quality policing service. However, the inspection report was consistent with my own assessment and what I was hearing from residents, of Wiltshire Police's ability to deliver and performance, and I provided substantial public comment at the time.

My aim, alongside Chief Constable Roper, is for Wiltshire Police to provide a quality, effective, frontline policing service which prioritises those crimes which matter most to communities. These are priorities I have set in my Police and Crime Plan and I expect to see a tangible change that will improve, and enhance, the service that Wiltshire's residents get from their police service.

During 2022/23 there has been a significant refocusing of effort to improve policing services and this information is set out in detail on Wiltshire Police's website.

My role as PCC is to scrutinise, challenge and support the Chief Constable and ensure that these improvements are delivered. I have put in place a comprehensive approach to ensure this happens and the public are updated on progress, this includes

- Weekly briefings from the Chief Constable and on key issues, where I review actions to improve Police deliver and impact for our communities
- Two monthly meetings formally reviewing Force performance and progress against my Police and Crime Plan and the HMICFRS PEEL areas
- Regular public reports to Police and Crime Panel on my assessment of the Force's PEEL progress
- Continual monitoring of Force internal delivery mechanisms and the arrangements in place to deliver the improvements required by HMICFRS and the OPCC
- Regular engagement with the HMICFRS representatives and Inspectors
- Programme of in-person visits by PCC, and OPCC senior staff, to Police services across Wiltshire and Swindon, meeting Police Officers and Police Staff to listen to issues, measure performance progress and recognise achievements.
- Feedback to communities on Force performance through quarterly performance updates, media releases and personal updates to community groups.

This work will continue through 2023/24 where Chief Constable Roper and I will continue to deliver improvements and engage with the HMICFRS, College of Policing and the Home Office to demonstrate both service, and performance, improvements.

Wiltshire Police will be reinspected in 2023/24 and I will continue to monitor Wiltshire Police's progress. I continue to have confidence that Chief Constable Roper is delivering the changes required.

Specific departments within Wiltshire Police have also been inspected. These were consistent with the work identified in by the PEEL inspection and incorporated into these improvements. More details of specific police inspections and national thematic inspections can be found at [His Majesty's Inspectorate of Constabulary and Fire & Rescue Services - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk)

Finance and accountability

Summary of Financial Performance

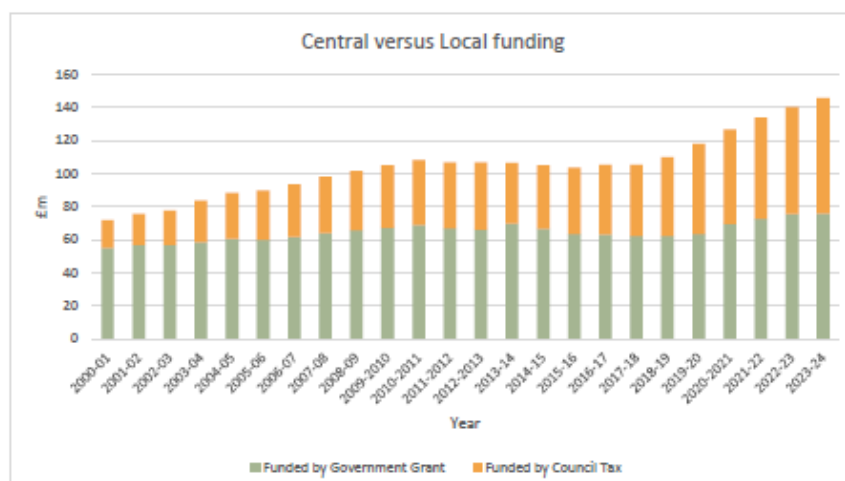
My policing and office budget is as follows:

Financial Summary

2021/22		2022/23	2023/24 Original	2023/24 Final *
£m		£m	£m	£m
3.268	OPCC Office Costs and External Funding	5.171	5.451	5.451
2.329	Capital Contribution	2.857	2.912	2.912
27.683	Enabling Services Allocation	32.224	34.825	34.825
100.747	Chief Constable Allocation	100.144	103.345	103.345
134.027	Cost of Service	140.396	146.534	146.534
	Financed By			
67.709	Police Grant	70.428	70.657	70.657
5.235	Legacy Council Tax Grants	5.235	5.235	5.235
57.055	Precept	64.359	69.428	69.428
0.293	Surplus on collection fund	0.295	0.714	0.714
0.200	Investment Income	0.079	0.500	0.500
134.027	Total Income	140.396	141.534	141.534

Funding allocation

Central Funding versus Local Funding Graph 2000/01 to 2023/24



Actual Spend (£m)

	Actual Spend £m	Budget £m	Variance £m
Police Officer Basic Pay	43.021	44.623	- 1.601
Police Officer Overtime	3.924	2.761	1.163
Police Officer Pensions - Direct	12.331	12.603	- 0.272
Police Officer Other Pay Costs	6.483	7.170	- 0.687
Community Support Officers	3.878	4.381	- 0.503
Support Staff Costs	42.323	44.533	- 2.211
Agency Staff	0.258	0.019	0.239
Other Employee Costs	0.660	0.645	0.014
Training	1.232	1.000	0.232
Premises Costs	7.762	7.596	0.167

Transport Costs	3.446	3.204	0.243
Other Costs	13.942	14.026	- 0.084
Contracted Services	12.211	12.408	- 0.197
General Income	- 3.961	- 4.053	0.092
Grant Income	- 11.764	- 11.639	- 0.125
Police Pensions- In/Ill Health	1.305	1.120	0.185
Investment Income	- 0.694	- 0.079	- 0.615
Net Position	136.358	140.317	- 3.959

How money was spent

Community Safety Fund 2022/23

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 2022/23

This is a specific allocation by the Ministry of Justice for victim services and restorative justice services. In 2022-23, the amount provided to me was £916,371 and this enables the commissioning of services to improve support for victims. The Ministry of Justice also awarded funding of £494,429 specifically for services supporting victims of domestic abuse and sexual violence.

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 through the PCC's Community Action Fund. This year I relaunched this fund to offer grants up to £5,000 to local organisations and charities to support delivery of activities which align with the priorities set out in my Police and Crime Plan. Working closely in partnership with the Wiltshire Community Foundation, we have redesigned the application process to make it even more accessible for smaller group and enable multiple opportunities to apply throughout the year.