

AGENDA

Meeting:	Wiltshire Police and Crime Panel
Place:	Committee Room 6, Swindon Borough Council Offices, Euclid St, Swindon SN1 2JH
Date:	Thursday 26 September 2024
Time:	<u>1.30 pm</u>

Please direct any enquiries on this Agenda to Matt Hitch of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718059 or email matthew.hitch@wiltshire.gov.uk

Membership:

Cllr Steve Bucknell, Wiltshire Council (Chairman)
Cllr Junab Ali, Swindon Borough Council (Vice-Chairman)
Cllr Stanka Adamcova, Swindon Borough Council
Denisa Ahmeti (Co-Opted Member)
Cllr Abdul Amin, Swindon Borough Council
Cllr Ross Henning, Wiltshire Council
Cllr George Jeans, Wiltshire Council
Cllr Vijay Manro, Swindon Borough Council
Cllr Kelvin Nash, Wiltshire Council
Cllr Tony Pickernell, Wiltshire Council
Cllr James Sheppard, Wiltshire Council
Cllr Ian Thorn, Wiltshire Council
Louise Williams (Co-Opted Member)

Substitutes:

Cllr Ernie Clark, Wiltshire Council	Cllr Jon Hubbard, Wiltshire Council
Cllr Gayle Cook, Swindon Borough Council	Cllr Gordon King, Wiltshire Council
Cllr Claire Crilly, Swindon Borough Council	Cllr Dominic Muns, Wiltshire Council
Cllr Adrian Foster, Wiltshire Council	Cllr Dr Nick Murry, Wiltshire Council
Cllr Suresha Gattapur, Swindon Borough Council	Cllr Sam Pearce-Kearney, Wiltshire Council
Cllr Sarah Gibson MP, Wiltshire Council	Cllr Caroline Thomas, Wiltshire Council
	Cllr Graham Wright, Wiltshire Council

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Public Participation

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Protocol 12 of Wiltshire Council's Constitution](#)

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AGENDA

Part I

Items to be considered when the meeting is open to the public

1 **Apologies for Absence**

To receive any apologies for absence.

2 **Minutes and Matters Arising** (*Pages 7 - 18*)

To confirm the minutes of the meeting held on 27 June 2024 as a true and correct record.

3 **Declarations of interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

To receive announcements through the Chairman.

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public received in accordance with the Panel's constitution.

Please note that questions must relate to the [responsibilities and functions](#) of the Panel and must not relate directly to operational policing matters.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on Thursday 19 September 2024 in order to be guaranteed of a written response. In order to receive a verbal response, questions must be submitted no later than 5pm on Monday 23 September 2024. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on Wiltshire Council's website.

6 **Update from the Police and Crime Commissioner**

Police and Crime Commissioner Philip Wilkinson, OBE to provide an update on issues including the PEEL inspection.

7 **Police and Crime Plan Highlight and Performance Report (Pages 19 - 36)**

To receive the Highlight and Performance Report.

8 **Police and Crime Plan Annual Report 2023/24 (Pages 37 - 58)**

To provide comment and recommendations on the Police and Crime Commissioner's Annual Report.

9 **Antisocial Behaviour**

To receive an update about efforts to tackle antisocial behaviour.

10 **Forward Work Plan (Pages 59 - 60)**

To note the forward work plan.

11 **Communications**

To receive an update on how the Police and Crime Panel can improve its communications with the wider public.

12 **Commissioner's Question Time**

An opportunity for Members to raise any other matters, or questions for the Police and Crime Commissioner.

13 **Future Meeting Dates**

To note the future meeting dates below:

- Thursday 14 November 2024, 10:30am
- Thursday 16 January 2025, 10:30am
- Wednesday 5 February 2025, 10:30am
- Wednesday 26 March 2025, 10:30am

Part II

Item(s) during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

None

Wiltshire Police and Crime Panel

MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 27 JUNE 2024 AT THE OLD FIRE STATION, THE ENTERPRISE NETWORK, 2 SALT LANE, SALISBURY, SP1 1DU.

Present:

Cllr Steve Bucknell (Chairman), Cllr Junab Ali (Vice-Chairman),
Cllr Stanka Adamcova, Cllr Vijay Manro, Cllr Abdul Amin, Cllr Ross Henning,
Cllr George Jeans, Cllr Kelvin Nash, Cllr Tony Pickernell and Cllr Gordon King
(Substitute)

Also Present:

Philip Wilkinson, OBE, MPhil – Police and Crime Commissioner
Naji Darwish – Chief Executive and Monitoring Officer, OPCC
Natasha Gell – Serious Violence Duty Coordinator, OPCC
Detective Superintendent Guy Elkins (Online)
Zara-Ann Prendergast – Strategic Communications Manager, OPCC
Matt Hitch – Democratic Services Officer, Wiltshire Council

36 Election of a Chairman

The Democratic Services Officer opened the meeting and called for nominations for the position of Chairman for the forthcoming year.

Cllr Tony Pickernell nominated Cllr Steve Bucknell, which was seconded by Cllr Kelvin Nash.

There were no further nominations.

Decision

To appoint Cllr Steve Bucknell as Chairman for 2024/25.

37 Election of Vice-Chairman

The Chairman called for nominations for the position of Vice-Chairman for the forthcoming year.

Cllr Stanka Adamcova nominated Cllr Junab Ali, which was seconded by Cllr Abdul Amin.

There were no further nominations.

Decision

To appoint Cllr Junab Ali as Vice-Chairman for 2024/25.

38 **Apologies for Absence**

Apologies were received from:

- Cllr Dr Brian Mathew – substituted by Cllr Gordon King
- Louise Williams
- Denisa Ahmeti

The Chairman noted that Cllr Sudha Sri Nukana had been replaced on the Panel by the newly elected Vice-Chairman, Cllr Junab Ali. The Chairman thanked Cllr Sri Nukana for her work in supporting the Panel and welcomed the new Vice-Chairman.

It was also reported by the Chairman that Cllr Gayle Cook and Cllr Suresha Gattapur had been appointed as substitute members. Cllr Matthew Vallender and Cllr Jo Morris had been removed from the substitutes list. The Chairman congratulated the new substitutes on their appointment.

It was highlighted that Cllr Cook had planned to attend the meeting to gain an insight into the Panel's work but had sent her apologies that she was now unable to attend.

39 **Minutes and Matters Arising**

On the proposal of Cllr Abdul Amin, seconded by Cllr Vijay Manro, it was resolved to make the:

Decision

To approve the minutes of the meeting held on 7 March 2024 as a true and correct record.

40 **Declarations of interest**

There were no declarations of interest.

41 **Chairman's Announcements**

The Chairman reported that Policing Minister Chris Philp had written a letter in response to the findings of the Home Affairs Select Committee's inquiry about the Police and Crime Commissioner model. He noted that the findings of the Committee had been circulated to the Panel, so they could consider any implications for their own work. It was possible that the Panel would look further at this issue if time allowed in their work schedule.

It was also highlighted by the Chairman that the Home Office had invited bids from local authorities hosting police and crime panels to set up and run a best practice hub. The proposals were reviewed by the Monitoring Officer at Wiltshire Council, and he did not feel that the council was in a position to put in

a bid to host the hub. There was a very short bidding window and, if successful it would have involved employing three new staff on fixed contracts until March 2026.

The Democratic Services Officer confirmed that Swindon Borough Council would not have been eligible to host the hub as the bidding process was only open to host authorities.

42 **Public Participation**

The Chairman referred the Panel to the answer to a written question submitted by a Mr Paul Howlett available on pages 17 and 18 of the agenda pack.

43 **Update from the Police and Crime Commissioner on Key Issues**

Police and Crime Commissioner (PCC) Philip Wilkinson, OBE, MPhil, congratulated the Chairman on his re-election and stated that he felt reassured that their positive working relationship would continue. The PCC was pleased to report that Wiltshire Police had come out of the ENGAGE process, so was no longer in special measures. He explained that he had given a briefing to the oversight group from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), who had been reassured that the foundations for improvement were in place.

Cllr Ross Henning arrived at 10:39am.

The PCC took the opportunity to praise Chief Constable Catherine Roper and her senior leadership team for their work in restructuring and driving improvement in the force. The importance of drawing on the diverse experiences of staff in senior leadership positions was emphasised, including the new Assistant Chief Constable for Local Policing and Specialist Operations, Ian Saunders, who had experience of policing in Northern Ireland and the Chief of Corporate Services, John Derryman, a former Head of Corporate Risk at HSBC.

However, the PCC noted that progress had been faster in some areas than others and that he was closely analysing data to avoid any flatlining of performance. He emphasised the importance of instilling a meritocratic culture, particularly in middle management, and expressed his confidence that the Chief Constable was implementing the necessary policies and procedures.

During the discussion, points included:

- The Panel thanked the PCC for his update and welcomed the news that Wiltshire Police had come out of the ENGAGE process.
- In response to a question about who had replaced John Derryman in coordinating Community Speed Watch (CSW) teams now he had changed role, it was explained that Perry Payne was heading up a multi-agency group called Wiltshire and Swindon Road Safety Partnership. In

addition, a member of staff, Colin, from the PCC's office was also helping to coordinate CSW teams.

- When asked about how he was tackling his key areas of focus, the PCC explained that his office had procedures to hold the Chief Constable and her team to account, including a formal monthly executive leadership meeting and informal fortnightly meetings. The PCC used these meetings to press the Chief Constable on how she was driving forward improvement in areas such as middle management.
- The Panel noted that they would welcome timescales for when improvements would be achieved so that they were better able to hold the PCC to account. They would adopt a critical approach to ensuring that the PCC delivered against his strategic objectives.
- The PCC explained that it was his goal to make Wiltshire Police an outstanding police force within two to three years. He was aiming for a process of continual improvement, so it was not possible to set a precise target date for becoming an outstanding force. The PCC noted that Wiltshire Police were ranked as the third worst performing force in the country three years ago and that they were now mid-range in terms of performance. He highlighted that getting out of special measures was a starting point towards further improvement.
- The Panel stressed the need not to over celebrate Wiltshire Police coming out of special measures, although some members did emphasise the importance of recognising achievement to congratulate officers and to drive standards throughout the organisation.
- When pressed further on when an improvement in culture would be delivered, the Chief Executive Officer of the Police and Crime Commissioner's Office (OPCC) Naji Darwish, highlighted that the Chief Constable had published a [three-year strategic plan](#) about tactical delivery for the PCC to scrutinise. He stated that appropriate governance arrangements were in place to ensure that the Chief Constable was held to account in implementing the plan. It was also highlighted that the Chief Constable intended to attend the Panel's meeting on 14 November.

44 **Police and Crime Plan Highlight and Performance Report**

Police and Crime Commissioner (PCC) Philip Wilkinson OBE, MPhil, introduced a report, available on pages 19 to 38 of the agenda pack, outlining the progress made towards his Police and Crime Plan between April and June 2024.

During the discussion, points included:

- The Panel thanked the PCC for his report.
- In reply to questions about what he was doing to address response times to 999 and 101 calls, the PCC explained that supervisors were providing and receiving more extensive training than before and that he had invested in new technology to allow data to be transferred automatically. He also noted that a chief superintendent was managing the call centre, greater efforts were being made to improve staff retention and they were carrying out more dip monitoring of calls.

- The Panel noted that call response times were a key factor impacting confidence in the police and expressed frustration about the level of calls being abandoned. They passed on feedback from residents that had not reported crimes due to dissatisfaction with response times, so sought assurances that the PCC was pressuring the Chief Constable to ensure that this was a top priority.
- It was noted that there were concerns about reporting crime in all parts of Wiltshire but that this was particularly an issue in less affluent areas.
- The PCC reassured the Panel that he shared their concerns and that call times were the Chief Constable's top priority. He was applying pressure on the Chief Constable to do all she could to address the issue and was confident that she was doing the best she could with the available resources.
- The Chief Executive of the Office of the Police and Crime Commissioner (OPCC), Naji Darwish, reported that call times were better than 12 months ago. He explained that average talking time per call had increased, possibly indicating a greater level of confidence in police response, but that this was a contributory factor to waiting times. He also highlighted the resource constraints on the force.
- A member of the Panel reported that they had recently had cause to ring 999 twice and that the response had been excellent on both occasions, with officers arriving on the scene almost immediately.
- In reply to a query about whether the underlying issues with response times to 101 calls were due to staffing levels, the PCC stated that additional staff had now been recruited, so they were now fully staffed. He emphasised the need to balance resources, reporting that, with the exception of shoplifting, improvements had been made in tackling all types of crimes.
- The Chief Executive of the OPCC emphasised that efforts were being made to improve the health and wellbeing of call centre staff to improve staff retention. There had been improved line management, with daily meetings being held, anticipating resource challenges and exploring using additional sites where possible. He expected to see an improvement in call time responses by the Panel's meeting on 14 November.
- In response to queries about whether partnership work was being carried out effectively between agencies during the roll out of phase one of the Right Care, Right Person programme, an initiative to improve the multi-agency management of mental health demand, the PCC stated that it was, but the Chief Constable and he would be carrying out a review about how to better coordinate services. He reported that he would be meeting on a quarterly basis with the leaders and chief executives of both local authorities. In addition, he noted that the OPCC's Director of Operations, Rob Llewellyn, worked closely with the Community Safety Partnership executive groups in both Swindon and Wiltshire.
- The PCC explained that criminal acts were symptoms of underlying social and economic issues.

- The Chairman requested that he was invited to the quarterly meeting with the Leader of Wiltshire Council and the Vice-Chairman was invited to the PCC's meeting with the Leader of Swindon Borough Council.
- When asked whether the right risk assessments were in place in the Right Care, Right Person programme the Chief Executive of the OPCC explained that conversations had been held with partner agencies to ensure that the correct risk management systems were in place. He was pleased to report that no significant concerns had been raised by partners and that updates had been provided to Wiltshire's Health and Wellbeing Board. He explained that, in Wiltshire, the programme was being implemented in two distinct phases. The second phase of the programme would include the transportation of mental health patients, which would require deep cooperation with South Western Ambulance Service. Whilst he recognised that there would be challenges in implementing the second phase of the new system, he was also optimistic that it had the potential to free up resources to focus on core policing tasks. The implementation of the programme was being overseen by a multi-agency group.
- The Panel requested a written response with further information about Right Care, Right Person and the approach to mental health support.
- A member of the Panel raised concerns about Wiltshire Police's response to a series of incidents where an individual who was struggling with their mental health had threatened a resident. The Chief Executive of the OPCC noted that the police would be guided by the agreements with partners. The police responded when a serious threat to life required it, but people experiencing mental health crisis should be seen by health professionals not police officers.
- The PCC emphasised that Wiltshire Police liaised with partners to establish which was the most appropriate agency to respond to a particular incident. He recognised that there would be cases where improvements could be made, so stressed that it was important to maintain oversight.
- Details were sought about how the warden patrols, funded through the £1 million Hotspot Response Fund would operate. The Chief Executive of the OPCC explained that the fund was split roughly in half to support additional high visibility patrols and work with local councils, such as in Salisbury and Trowbridge. Details of where the additional patrols took place would be provided to the Home Office. Extra work had been carried out to engage with Trowbridge Town Council to ensure that they had been fully consulted with.
- The PCC noted that the Home Office set strict conditions about how grant funding was to be spent but explained that there was a degree of local autonomy.
- When asked about why a warden scheme was not being implemented in smaller market towns, or suburban areas of Swindon, on Friday and Saturday nights, the Chief Executive of the OPCC stated that information about where the additional resources were being deployed could be provided.

- Information was sought about why there had not been a reduction in police response times. The PCC stated that tweaks were being made to the operating model to improve clarity around tasking, including improving oversight and better utilising data. It was confirmed that less urban areas tended to have longer response times, although steps were being taken to address this imbalance.

45 **Police and Crime 2024-29 Plan Development**

Police and Crime Commissioner (PCC) Philip Wilkinson, OBE, MPhil, introduced a report, on pages 39 to 42 of the agenda pack, outlining the proposed timeline for developing his new Police and Crime Plan, as well as the opportunities for feedback from stakeholders.

It was explained by the PCC that his Crime Plan would be informed by a wide and deep consultation with residents, as well as the Chief Constable's operational advice. He reported that he would continue to provide comprehensive oversight on behalf of the public and felt that his new plan would help the public hold him to account. He was confident that Wiltshire Police were operating more effectively than when he wrote his existing Police and Crime Plan, enabling him to be more precise in defining output and outcomes in his forthcoming plan.

- The Panel thanked the PCC for his report.
- The PCC was on no fewer than 11 WhatsApp group chats with different community groups to get feedback about what they felt were the threats they were facing.
- The PCC reported that he would receive a report from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in August detailing their expectations of Wiltshire Police now they had come out of the ENGAGE process. Once the Chief Constable and he had received the detailed findings from HMICFRS, the PCC would ask the Chief Constable for a detailed plan about how she intended to address the issues identified.
- Further details were sought about the engagement opportunities that there would be for partner organisations. The PCC explained that he would consult with as many agencies and individuals as possible, including at political, strategic, and local level. Assurance was provided that his plan would be predicated on the concerns of Wiltshire's residents.
- The Chief Executive of the Office of the Police and Crime Commissioner, Naji Darwish, noted that they would engage with all partners formally and informally to ensure that they had input into the Crime Plan.

At the conclusion of the discussion, on the proposal of Cllr Abdul Amin, seconded by Cllr Vijay Manro, it was resolved to make the:

Decision

To note the proposal and timescales for developing a new Police and Crime Plan as well as the opportunities for feedback by the public, stakeholders and partners.

46 **Serious Violence Duty and Serious Violence Partnership Work**

Natasha Gell, Serious Violence Duty Coordinator, delivered a presentation about the work going on to prevent and reduce serious violence in Wiltshire. She provided background information about the programme and set out the key performance indicators stipulated by the Home Office. Key points included:

- Serious Violence Duty was implemented in 2023 to meet a legal obligation for different agencies, such as the police, local authorities and health providers, within a police force area, to prepare and implement a strategy for preventing and reducing serious violence.
- Wiltshire and Swindon's strategy adopted the World Health Organisation's definition of serious violence and had a particular focus on gang violence and knife crime.
- At the heart of the strategy was a public health approach to violence reduction which was evidence led and focussed on cooperation and early intervention. It adopted a trauma informed approach.
- There were 362 knife crime offences between September 2022 and August 2023, meaning that Wiltshire had the fifth lowest levels of knife crime of any police force area during that period.
- There was a big difference between perception and reality about the number of young people carrying knives. The 2022 Wiltshire School Survey found that three percent of children surveyed said that they carried a knife whereas they believed that 19 percent of their peers were carrying knives.
- Delivery of the Serious Violence Duty was overseen by a joint steering group, which met with the executive boards of community safety partnerships on a quarterly basis. The steering group had oversight of the Serious Violence Duty Grant, approximately £255,000 in 2023/24.
- Projects funded in 2023/24 included a food truck for Swindon Youth Justice Service and the WAY Beacons project at Great Western Hospital, which had helped 66 young people with the aim of breaking the cycle to hospital readmission.
- The Focussed Deterrence project had been implemented in Devizes targeting 12 young people through education to help them make safer choices, four of which had signed up.
- Additional funding had been allocated to community safety partnerships in both local authorities leading to an improvement and engagement. They had been invited to pitch ideas to the joint steering group for funding.

Detective Superintendent Guy Elkins, Swindon Hub Commander, delivered an online presentation about knife crime. Points included:

- There had been fewer crimes involving knives and blades in April 2024 than in April 2023 in both Swindon and Wiltshire.
- There had been a noticeable decline in public order offences involving brandishing a knife in public.
- There had been 28 fewer robberies involving a knife or blade in the year to April 2024 than in the preceding year.
- Wiltshire had the sixth lowest number of offences involving knives or blades per capita of any police force area and it was Wiltshire Police's aspiration to have the lowest.
- Intelligence was reviewed on a daily basis to identify individuals suspected of carrying a knife and hotspot areas where knives were thought to be present.
- Wiltshire Police had a strong relationship with Crimestoppers and engaged with their Fearless campaign in schools.
- Several preventative measures had been put in place including knife bins. Neighbourhood police teams were working with parents to provide support. Peer advocates, who had experience of the youth justice system, were also used to provide advice and had played an important preventative role.
- A strategic approach was being adopted to improve networking and discuss support programmes for individuals.
- Section 60 powers could be authorised to allow stop and search in a specific area without reasonable grounds, although it was very rare that this had to be used.
- There had been an increase in the number of Child Abduction Warning Notices to minimise the exploitation of children in knife crime.
- Knife crime kept the Detective Superintendent awake at night.

During the discussion the following points were made:

- The Panel thanked the Serious Violence Duty Coordinator and Detective Superintendent for their presentations and for their work in tackling knife crime and serious violence.
- The Focussed Deterrence programme in Devizes worked with a small group of individuals supported by Wiltshire Council.
- It was noted that stop and search statistics would not routinely come to the Panel as that was tactical information. However, if specific concerns arose about knife crime relevant information could be provided. Information about stop and search was on the Office of the Police and Crime Commissioner's (OPCC's) [website](#).
- Further details were sought about engagement with secondary schools, as it was noted that links with primary schools were better established in some areas. The Detective Superintendent explained that he was working with secondary schools in Swindon and discussions were taking place about how to cooperate more deeply on the issue of knife crime. He had been working with secondary schools on school exclusions and had a list of all children in Swindon that had been excluded from school.

- In response to a query about why the presentations had focussed more on younger than older people, it was explained that the Serious Violence Duty programme did not include domestic violence in its statistics as those were targeted separately. Domestic offences were primarily perpetrated by people from older age groups whereas public order offences, including gang violence, were mainly committed by young people. However, the Serious Violence Duty Coordinator explained that domestic abuse was often a precursor to public order offences and noted that they worked closely with domestic abuse partnerships.
- There was no evidence to suggest that efforts to target knife crime in Swindon had displaced knife crime into the surrounding areas, such as Royal Wootton Bassett.
- When asked about the effectiveness of online compared to face-to-face support, the Chief Executive of the OPCC, Naji Darwish, explained that it would depend on the individual and clarified that young people that had committed serious criminality would each have a dedicated youth worker. The Serious Violence Duty Coordinator emphasised the importance of building trusted relationships and highlighted that many young people that carried knives did not have a trusting relationship with an adult.
- There were no plans for neighbourhood police teams to visit mosques to reassure women that wore niqabs and burqas about their rights in relation to the use of stop and search powers.
- The Chief Executive of the OPCC explained that Serious Violence Duty was a key part of the convening role that the OPCC played in bringing together partner agencies to tackle crime.
- Police and Crime Commissioner Philip Wilkinson, OBE, MPhil praised the work being carried out to tackle knife crime and the Serious Violence Duty. He stated that he slept more easily at night knowing that someone like Detective Superintendent Elkins was tackling the issue.

47 **Forward Work Plan**

The Panel noted their forward work plan. It was highlighted that an update on antisocial behaviour would be provided at the next meeting on 26 September and that Chief Constable Catherine Roper planned to attend the Panel's meeting on 14 November.

48 **Communications**

The Chairman reminded that Panel that their annual report had been presented to Wiltshire Council's Full Council meeting on 21 May and was also available on Wiltshire Council's website. In addition, it was planned to present the report at Swindon Borough Council's Full Council meeting on 25 July.

It was requested that the Democratic Services Officer email the report to the Swindon Borough Council councillors on the Panel in advance of 25 July.

49 **Commissioner's Questions**

The Chairman asked for an update on the Panel's request to shadow Wiltshire Police for a day to gain an appreciation of the issues that they faced on the frontline. Police and Crime Commissioner (PCC) Philip Wilkinson, OBE, MPhil, reported that he had raised the issue with officers and would make further enquiries. The Chief Executive of the Office of the Police and Crime Commissioner (OPCC), Naji Darwish, said that he would look at opportunities for members of the Panel to attend relevant scrutiny groups and attend public engagement events.

Cllr Vijay Manro and Cllr Gordon King left the meeting at 12:30pm.

In response to a query about the impact of proposals from the Ministry of Justice for early prisoner release, the Chief Executive of the OPCC confirmed that the issue had been discussed by the National Police Chiefs' Council and was being worked on at a national and local level. He noted that the Panel would receive an update on reducing reoffending at their November meeting.

The Panel requested an update on the progress towards plans for a new policing hub in the south of the county. The PCC explained that two sites were under consideration, one at Old Sarum and one at High Post, an industrial site between Salisbury and Amesbury. The PCC was waiting for planning permission to be granted at both sites before taking a decision on the final location. The Chief Executive of the OPCC reported that a planning application had been rejected at High Post but that a fresh planning application would be submitted. He highlighted that there were issues with the allocation of land for business purposes in the south of the county in Wiltshire's emerging Local Plan. The Chairman offered to make enquiries to see what could be done to speed up the planning process.

In response to a query about the visibility of neighbourhood teams, the PCC explained that the Chief Constable was keeping the operational model under review. He stressed the importance of a central operational function to ensure the appropriate geographical distribution of officers at any one time. He reported that he had also asked Chief Constable Roper questions about the advertising of the front desk service at police stations. It was noted that Tidworth Police Station did not have a front desk but did have a 'phone to contact the neighbourhood team.

The Panel noted that they would welcome greater continuity in staffing within neighbourhood teams to enable stronger links to be built with local communities. In response, the PCC stated that he agreed that having consistency was important to develop long term relationships and reassured the Panel that he was pushing hard for improved staff retention.

50 **Future Meeting Dates**

Future meeting dates were confirmed as:

Thursday 26 September 2024, 1:30pm, Swindon Borough Council Offices

Thursday 14 November 2024, 10:30am
Thursday 16 January 2025, 10:30am
Wednesday 5 February 2025, 10:30am
Wednesday 26 March 2025, 10:30am

(Duration of meeting: 10.30 am - 12.40 pm)

The Officer who has produced these minutes is Matt Hitch of Democratic Services,
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Press enquiries to Communications, direct line 01225 713114 or email
communications@wiltshire.gov.uk



MAKING WILTSHIRE SAFER

"If it matters to you, it matters to me."

**Title: Police and Crime Panel Highlight report
Police and Crime Panel Sept 2024**

Police and Crime Plan 2022-25

Police and Crime Plan 2022-25 delivery infrastructure

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

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"If it matters to you, it matters to me."

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

Outcomes achieved this quarter

Development of draft Police and Crime Plan

- The PCC has agreed to maintain the four priorities of the previous plan within the new Police and Crime Plan. We have developed the structure of the plan, and the content will be informed by the Force, national policing objectives and will reflect our communities' concerns via the results of "Use Your Voice" survey, and wider consultation.
- The refresh of the plan, which will run from 2024- 2029, attracted 1,125 response from individuals, communities, faith groups, community leaders, MPs and councillors. The communications campaign reached 256,000 digitally with high levels of engagement and public feedback, media coverage through the period was sustained and consistent use of Community Messaging to reach into our communities was successful. The PCC attended several public consultation opportunities throughout Wiltshire and Swindon and used input from the public canvassed in the recent election.

PEEL report

- Following Wiltshire Police leaving ENGAGE status, PEEL report published, showed good progress across all areas of assessment. Further work is required in key areas already identified. Positive recognition of improving internal leadership and delivery. Force Corporate plans align to deliver next stage of improvements.

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Preventing crime	Recording data about crime	Police powers and public treatment	
	Managing offenders	Developing a positive workplace	Responding to the public	
		Leadership and force management	Investigating crime	
			Protecting vulnerable people	

Launch of OPCC Delivery Plan for 24/25

- The PCC launched the OPCC's delivery plan for 24/25; this lays out OPCC the work programme for the year, aligned to the strategic objectives in the Police and Crime Plan.

Risks and issues

- Continued monitoring and scrutiny of CCC performance on 999 and 101 telephony, building on the improvements.
- Oversee improvement in management and quality of workforce data, including skills mapping, to aid more effective organisational decision making and align of resource to demand

Deliverables Progress

Action	Date Due	Progress
Public consultation and launch of new Police and Crime Plan	Nov 2025	30%
Force review of Target Operating Model Review – phase 2 (investigative functions)	March 2025	20%
Launch and delivery of new Youth Commission to engage young people in providing inputs and recommendations to improve policing	April 2025	30%

PCC focus next quarter

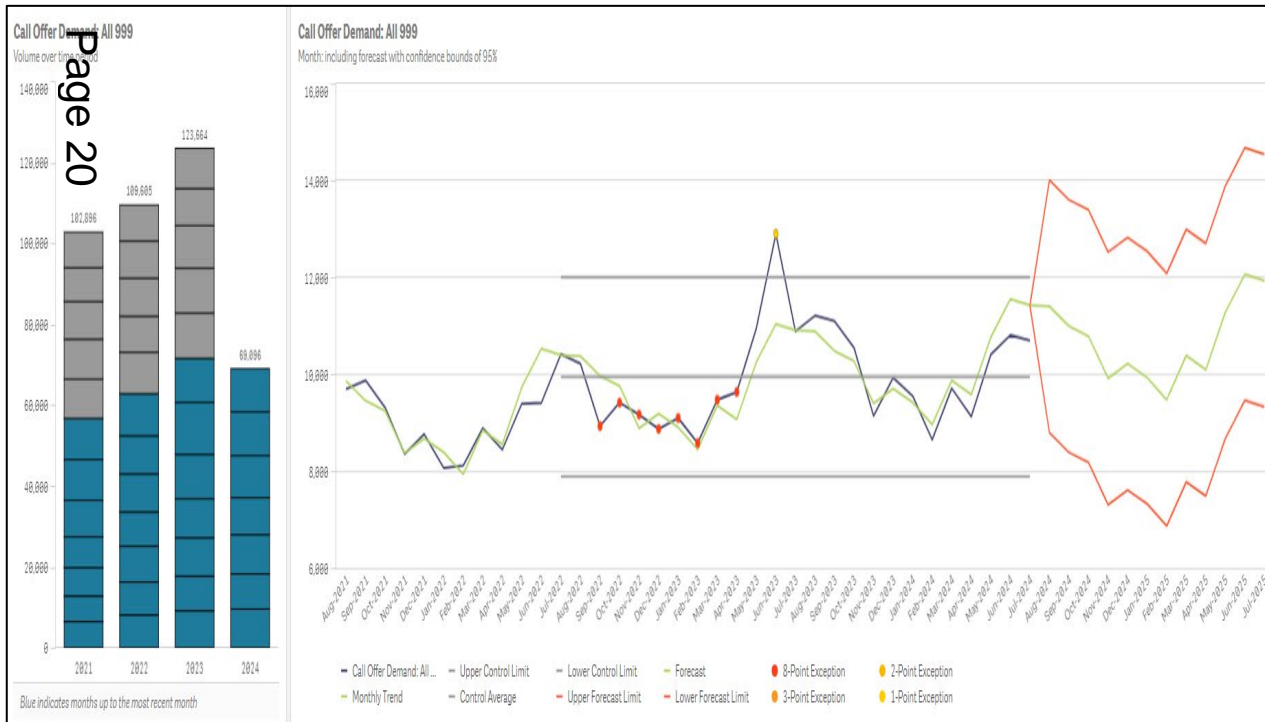
- Development and launch of Police and Crime Plan.
- Oversee force delivery of PEEL action plan.
- Next phase of capital Estates programme to continue delivery of PCC's Estates Strategy

Crime & Communication Centre (999 Service)

WHAT? is the situation?

Data Source: Telephony Demand | App overview - Qlik Sense (wiltshire.police.uk)

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Abandonment Rate: All 999		1.0%	1.0%	0.8%	-1.0%	Decreasing		4
Average Time to Answer: All 999		00:00:11	00:00:11	00:00:10	-00:00:03			0
Call Answered Volume: All 999		10,610	31,633	120,106	3.3%	Increasing		10
Call Offer Demand: All 999		10,717	31,967	121,109	2.3%	Increasing		10



SO WHAT? is happening? What is analysis indicating?

Data Summary

- A total of 10,717 calls to 999 were offered for the month of Jul-24.
- In the 12 months to Jul 2024 the volume of calls offered increased year-on-year by 2.3% (n. 2,751), totalling 121,109 for the year.
- For the month of Jul-24, the 999 average wait time stood at 11 seconds.
- In the 12 months to Jul 2024, the average wait time has decreased by -3% if compared with the 12 months to Jul 23.
- For the month of Jul-24, the 999-abandonment rate was 1.0%, a decrease of -1.0% if compared with the 12 months to Jul 23.

Overview of Performance

- Wiltshire sits 41st out of 44 forces for average 999 answer time for Jul-24 at 14.16 secs. Wiltshire also sits 43rd out of 44 forces for percentage of 999 calls answered under 10 secs in Jul-24, at 77.57%. As of September this position has improved to 33/44 forces.

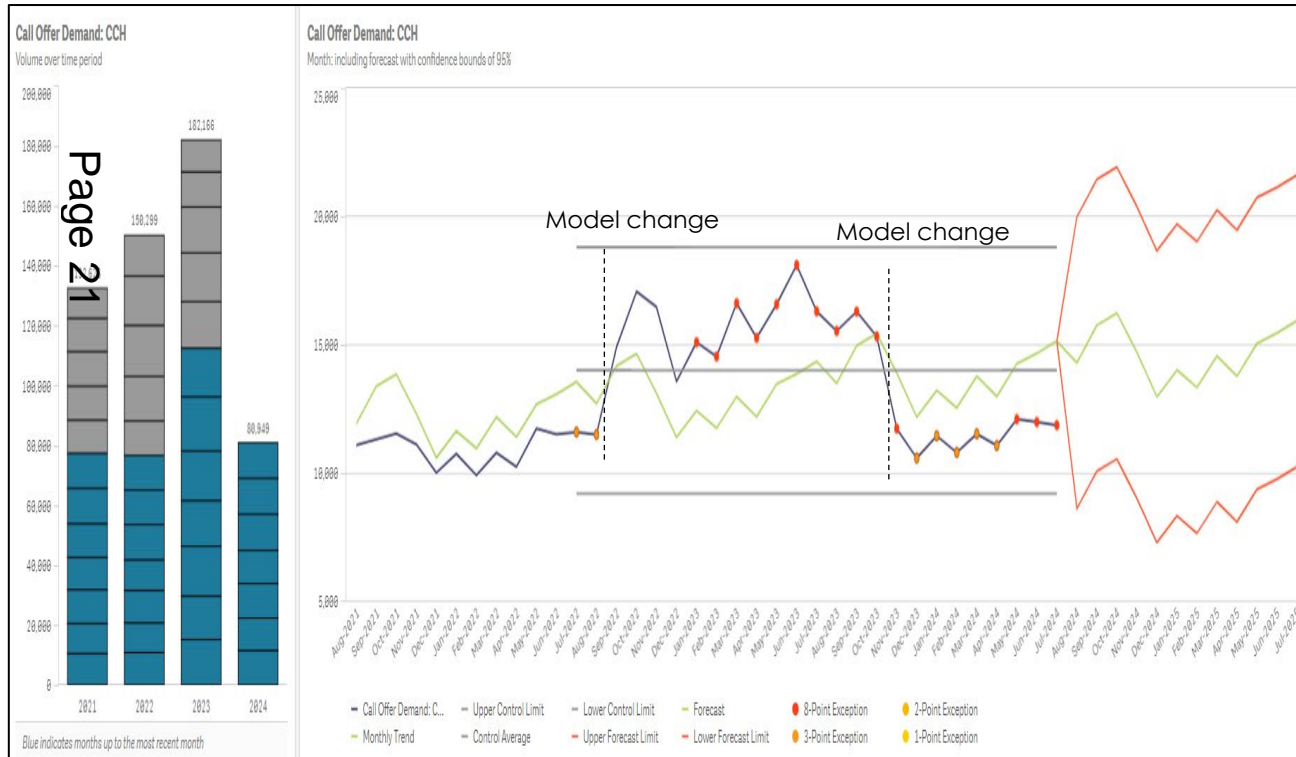
Business Management – Overview

- 17 new operators started initial training on 15th July, due to enter the room on 2nd September across both CRIB and 101.
- A total of 18 hybrid Cortex machines are now in place. These machines provide EISEC capabilities for 999. Once working practices are established, it is hoped 999 answer times reported nationally will reduce.

WHAT? is the situation?

Data Source: Telephony Demand | App overview - Qlik Sense (wiltshire.police.uk)

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Abandonment Rate: CCH		6.3%	6.7%	8.5%	1.6% points ▲	Increasing		10
Average Time to Answer: CCH		00:00:58	00:01:01	00:01:05	00:00:18 ▲	Increasing		10
Call Answered Volume: CCH		11,133	33,579	137,583	-20.6% ▼	Increasing	Eight-Month Low	16
Call Offer Demand: CCH		11,887	36,013	150,507	-19.2% ▼	Increasing	Eight-Month Low	16



SO WHAT? is happening? What is analysis indicating?

Data summary

- A total of 11,887 calls to 101 were offered for the month of Jul-24.
- In the 12 months to Jul-24 the volume of calls offered decreased year-on-year by -19.2% (n.-35,701), totalling 150,507 for the year.
- The average wait times for the month of Jul-24 was 58 secs (SLA=30 secs).
- In the 12 months to Jul-24, the average time to answer was 1 minute 5 secs increasing by 18 secs when compared with the 12 months to Jul 23.
- Abandonment rate for the month of Jul-24 was 6.3%.
- In the 12 months to Jul 2024, the average abandonment rate was 8.5%, increasing by 1.6% when compared with the 12 months to Jul 23.

Overview of Performance

- Long term exceptional low in call demand, and exceptional high in average handling time, due to model change in Jan-24 improving the quality of calls.

Business Management – Overview

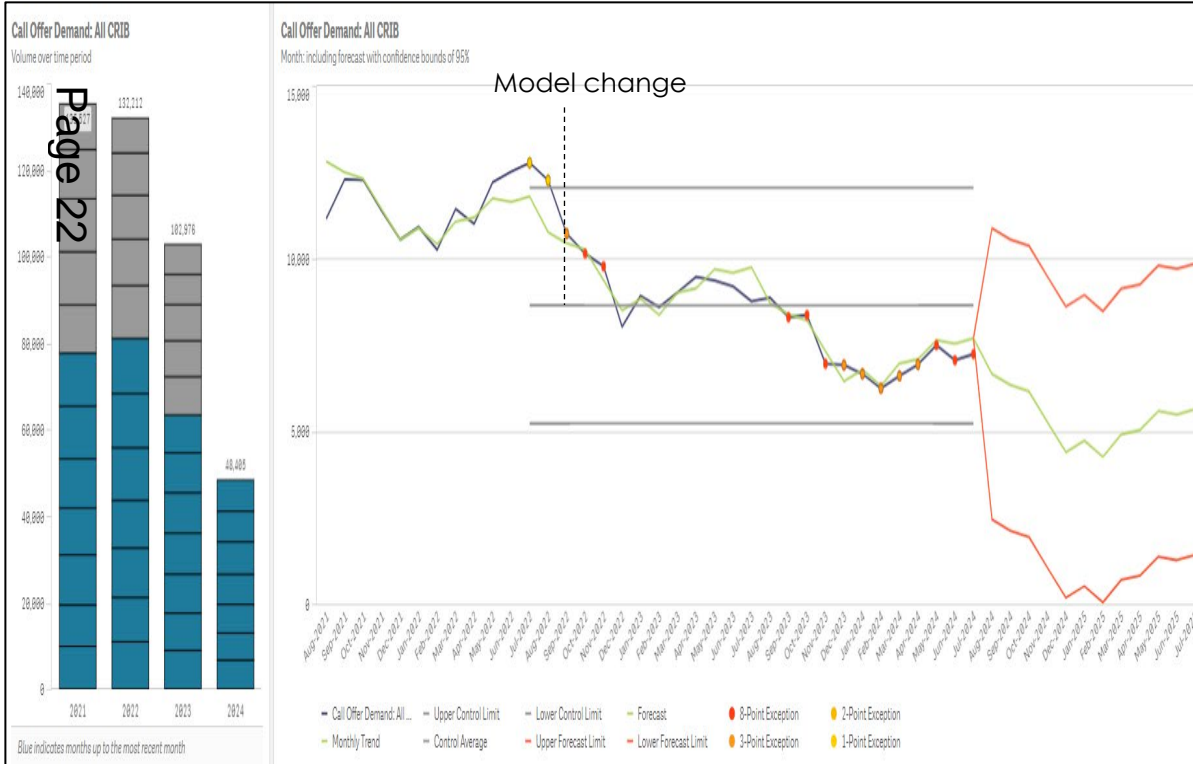
- Two new full time CCH operators have joined the team, with a further two awaiting vetting. Three zero hours operators have also joined.
- Demand modelling work underway, CCH shift pattern reviewed and aligned to specific teams for enhanced line and performance management.

Crime & Communication Centre (CRIB Service)

WHAT? is the situation?

Data Source: Telephony Demand | App overview - Qlik Sense (wiltshire.police.uk)

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Abandonment Rate: All CRIB		21.8%	26.0%	26.5%	8.7% ▲	Increasing	Eight-Month High	16
Average Time to Answer: All CRIB		00:07:08	00:08:34	00:10:55	00:02:23 ▲	Increasing		10
Call Answered Volume: All CRIB		5,670	16,157	64,547	-31.1% ▼	Decreasing	Eight-Month Low	16
Call Offer Demand: All CRIB		7,257	21,856	87,922	-23.2% ▼	Decreasing	Eight-Month Low	16



SO WHAT? is happening? What is analysis indicating?

Data Summary

- CRIB calls offered for the month of Jul-24 was 7,257.
- In the 12 months to Jul 2024 the calls offered demand decreased year-on-year by -23.2% (n.-26,553) totalling 87,922.
- For the month of Jul-24, the CRIB average wait time was 7 minutes 8 secs.
- In the 12 months to Jul-24, the average wait time was 10 minutes and 55 secs, an increase of 2 minutes and 23 secs when compared with the 12 months to Jul 23.
- For the month of Jul-24, the CRIB abandonment rate was 21.8%.
- In the 12 months to Jul 2024, the average abandonment rate was 26.5% an increase of 8.7% when compared with the 12 months to Jul 23.

Performance overview

- Abandonment rates for CRIB are demonstrating an exceptional 8 month high; but Jul-24 saw the lowest monthly abandonment rate since Jul-23, of 21.8%
- Increased talk time to deliver high quality calls and the requirement to answer 999 calls when demand dictates has led to the increase in abandonment rate.
- The threat, harm and risk (THR) present in the abandoned public service desk queues are minimal as CCH conduct initial assessment and prioritise calls.
- Robotics process now live which generates a text message for any calls abandoned after 90 secs in CRIB queue – 966 texts sent in July.

Business Management

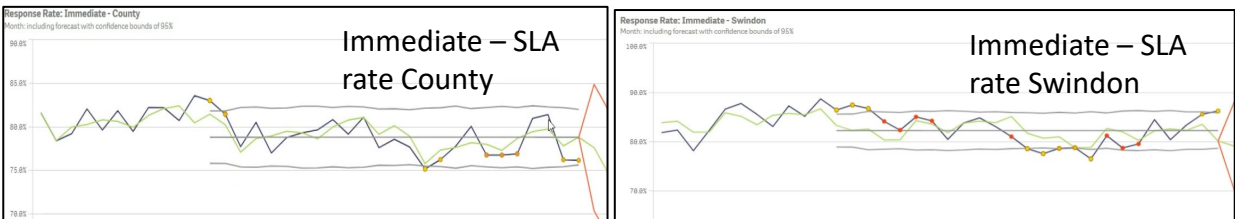
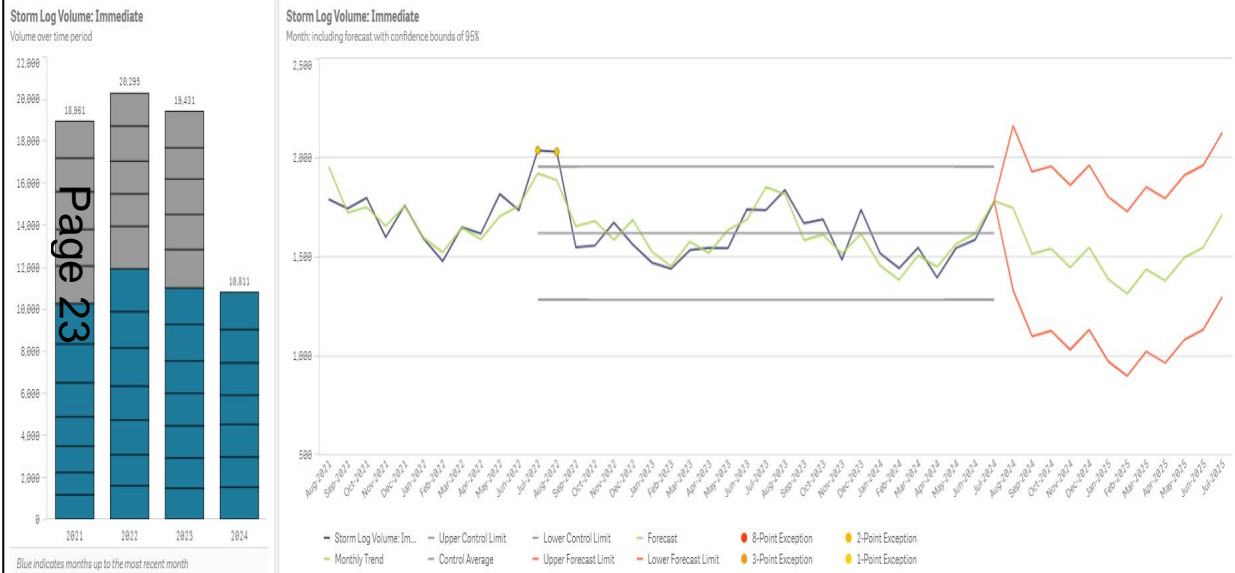
- 17 new operators started initial training on 15th July, due to enter the room on 2nd September.
- Robotics for Single Online Home to go live late Aug for three forms: Theft, Damaged Property & Combination of Theft and Damage

Response (Immediate)

WHAT? is the situation?

Data Source: Storm Incidents | App overview - Qlik Sense (wiltshire.police.uk)

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Average Response Time: Immediate		00:12:24	00:12:21	00:12:57	00:00:22	Increasing		10
Average Time at Scene: Immediate		01:36:01	01:35:53	01:35:52	00:05:25	Increasing		10
Median Response Time: Immediate		00:10:32	00:10:31	00:10:55	00:00:33	Increasing		10
Response Rate: Immediate		79.8%	80.4%	78.7%	-2.0% points	Decreasing		10
Storm Log Volume: Immediate		1,777	4,908	19,231	-0.8%	Decreasing		4



SO WHAT? is happening? What is analysis indicating?

Data summary

- For the month of Jul-24, the average immediate response time was 12 minutes 24 secs.
- In the 12 months to Jul 2024 the average immediate response time was 12 minutes 57 secs; this is an increase of 22 secs when compared with the 12 months to Jul 23.
- For the month of Jul-24, the immediate response rate was 79.9%.
- In the 12 months to Jul-24 the average immediate response rate was 78.7%, a decrease of -2% when compared with the 12 months to Jul 23.
- For the month of Jul-24, the immediate log volume was 1,790.
- In the 12 months to Jul-24 the immediate log volume was 19,244 a decrease of -0.7% when compared with the 12 months to Jul 23.
- For the month of Jul-24, the Average time at scene was 1 hour 36 minutes 55 secs.
- In the 12 months to Jul-24 the average time at scene was 1 hour 35 minutes 57 secs, an increase of 5 minutes 30 secs when compared with the 12 months to Jul 23.

Performance overview

- Average immediate response times remain within their SLAs.

Business Management

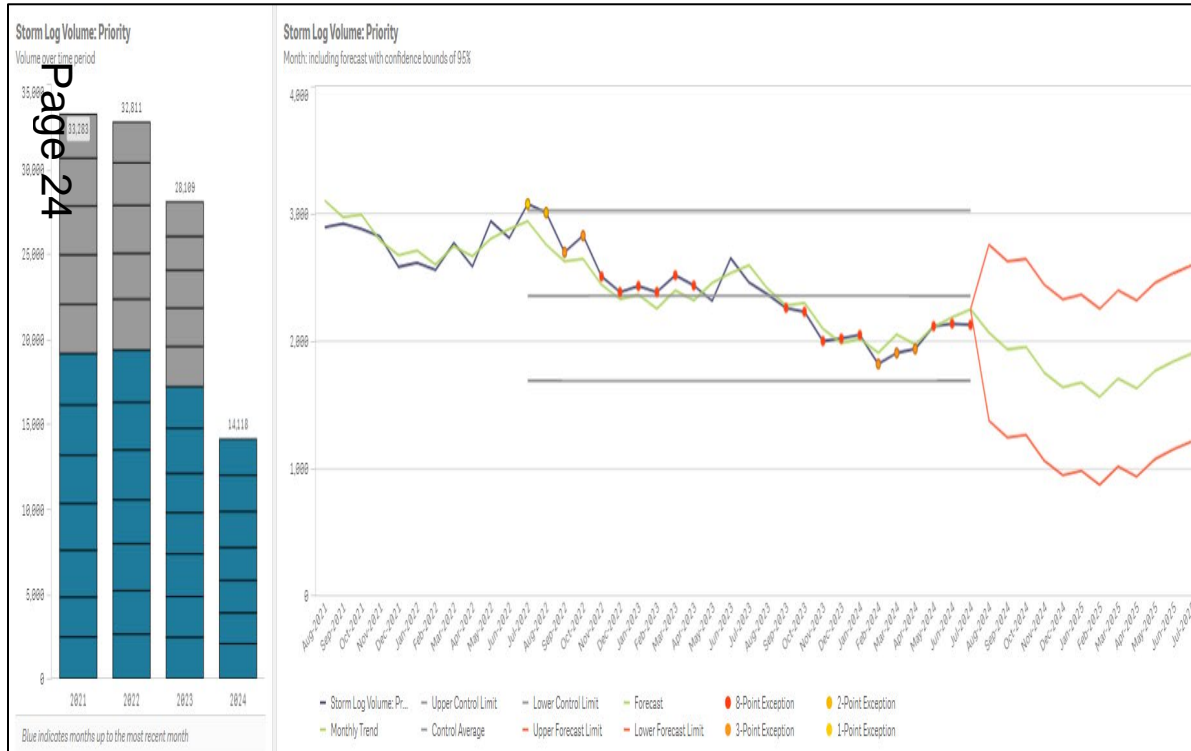
- A double-crewed priority response vehicle (PRV) has been piloted in Swindon to provide police attendance within SLAs before handing over investigative responsibilities to single-crewed units. Average immediate response time in Swindon sits at 10m 55s and response rate reached 86.3% in Jul-24. The two full months since the PRV introduction have shown the best response time and rate figures in Swindon since Mar-23 and Aug-22 respectively, with response rate showing a two-month exceptional high.

Response (Priority)

WHAT? is the situation?

Data Source: [Storm Incidents](#) | App overview - Qlik Sense ([wiltshire.police.uk](#))

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Average Response Time: Priority		01:29:18	01:23:40	01:31:55	-00:16:12 ▼	Increasing	Eight-Month Low	16
Average Time at Scene: Priority		02:13:06	02:09:07	02:08:46	-00:05:20 —	Increasing		4
Median Response Time: Priority		00:40:40	00:39:32	00:40:54	-00:03:42 ▼	Increasing	Eight-Month Low	16
Response Rate: Priority		63.5%	64.7%	62.1%	5.9% points ▲	Decreasing	One, Two, Three, Eight-Month High	25
Storm Log Volume: Priority		2,131	6,391	25,012	-18.4% ▼	Decreasing	Eight-Month Low	16



SO WHAT? is happening? What is analysis indicating?

Data summary

- For the month of Jul-24, the average priority response was 1 hour 31 minutes and 32 secs (SLA = 1h).
- In the 12 months to Jul 2024 the average priority response times was 1 hour 32 minutes and 06 secs, a decrease of 16 minutes when compared with the 12 months to Jul 23.
- For the month of Jul-24, the median priority response time was 41 minutes and 2 secs (SLA = 1h).
- In the 12 months to Jul 2024 the median priority response time was 40 minutes and 56 secs, a decrease of 3-minute 40 secs when compared with the 12 months to Jul-23.
- For the month of Jul-24, the priority response rate was 63.4%.
- In the 12 months to Jul-24 the priority response rate was 62%, an increase of 5.9% when compared with the 12 months to Jul-23.
- For the month of Jul-24, the priority log volume was 2,148.
- In the 12 months to Jul-24 the priority log volume was 25,029, a decrease of -18.3% (n.-5,625) when compared with the 12 months to Jul-23.
- For the month of Jul-24, the average time at scene was 2 hours 16 minutes and 05 secs.
- In the 12 months to Jul-24 the average time at scene was 2 hours 16 minutes and 5 secs, which is a decrease of 5 minutes 4 seconds to 2 hours 9 minutes and 2 secs when compared with the 12 months to Jul 23.

Performance overview

- Priority response rates are showing highs following the introduction of 'task not ask' scheme in Nov-23. This is primarily being driven by exceptional improvements in County, with all bar one of the last 8 months sitting above the upper control threshold and Jul-24 as a discrete month sitting 9.8% pts higher than the forecasted value for the month.

Priority 2: Reduce violence and serious harm

Outcomes achieved this quarter

Serious Violence Reduction:

The OPCC continues to coordinate the violence reduction partnership, known as the Serious Violence Joint Steering Group, bringing together multi-agency bodies to deliver the reduction strategy:

- 1) The Focussed Deterrence project in Wiltshire is now supporting 20 young people who are at risk of becoming involved in serious violence (this is an increase from four young people)
- 2) Wiltshire Police have launched a Tactical Gangs meeting with partners that is more effectively identifying child criminal exploitation and county lines risks and intervention opportunities
- 3) The first multi-agency course targeted at young people engaged with Youth Justice Service recently completed. This course, known as Synergy, is supported by Police, YJS, Fire, Ambulance, Army & NHS and supports a range of outcomes, including positive relationships with statutory agencies and opportunities for development.
- 4) Way Beacons have recruited to extend their diversion support at GWH in Swindon for those attending with injuries consistent with violence and/or at risk of serious violence.

Swindon Domestic Abuse Service Procurement: The OPCC has worked with Swindon Borough Council to complete an open, competitive procurement process, securing onward provision of the service beyond the end of the current contract. This process is progressing, with the new service scheduled to start October 2024 as planned.

Risks and issues

Serious Violence & Victims Services Future Funding: Serious Violence Duty funding from the Home Office and the current enhanced levels of funding for Independent Domestic Violence Advocates and Independent Sexual Violence Advocates to support victims of domestic abuse and sexual harm from the Ministry of Justice; both end in March 2025. There is currently no certainty of ongoing funding for either of these workstreams beyond the end of the financial year; should this not be forthcoming in the Autumn budget then the implications on victim's service provision and tackling serious violence locally will be significant.

Deliverables Progress

Action	Date Due	Progress
Launch and roll out of Swindon Domestic Abuse Service, providing advocacy and refuge/safe spaces for victims of domestic abuse.	October 2024	80%
Working with multi-agency partners to deliver range of interventions to reduce serious violence, including focussed deterrence projects in Swindon, Devizes and other parts of Wiltshire	March 2025	40%
Work in partnership with other police forces regionally to deliver Operation Ragwort, the intelligence-led approach to disrupting organised crime groups involved in rural crime.	March 2025	80%

PCC focus next quarter

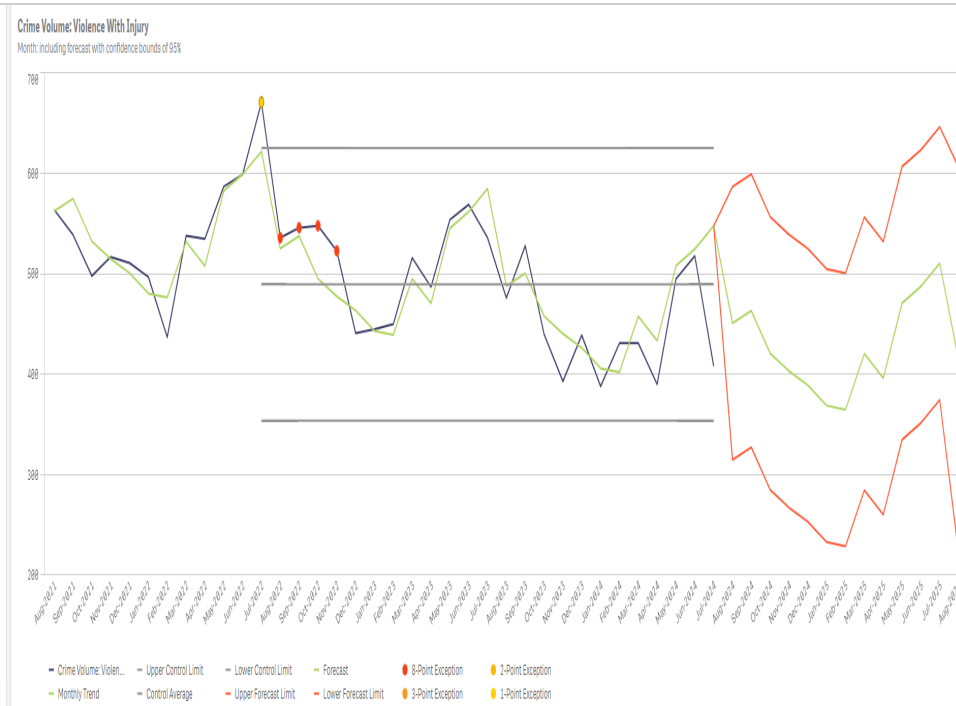
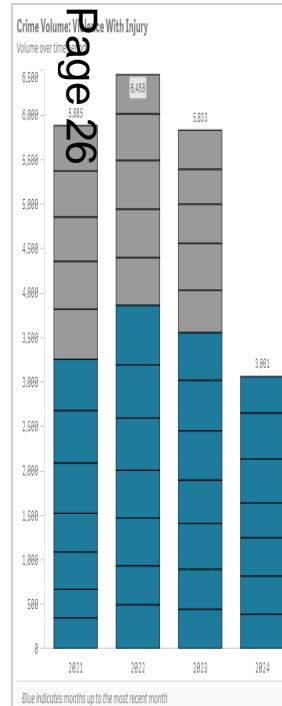
- **Reducing Serious Violence:** Supporting Wiltshire to be more autonomous in the running of Focussed Deterrence, ensuring Community Safety Partnership subgroups allocate identified funding, and supporting the launch of the Food Truck project in Swindon, in partnership with YJS
- **Swindon Domestic Abuse Service:** To undertake the mobilisation of the new service and manage the transition of the all victims to the new provider. Substantial attention will be paid to ensure the needs of victims continue to be supported through any change process.

Violence With Injury

WHAT? is the situation?

Data Source: Vulnerability | App overview - Qlik Sense (wiltshire.police.uk)

Measure	(Up to 3 Years' Data)	Jul-2024	Jul-2024	Jul-2024	12 Months to Jul-2024	Month Trend	Exception Weighting	Statistical Exceptions
Crime Volume: Violence With Injury		408	1,421	5,337	-13.2%	Decreasing	10	
Crime Volume: Violence With Injury - County		241	801	3,060	-12.5%	Decreasing	10	
Crime Volume: Violence With Injury - Swindon		165	613	2,254	-14.6%	Decreasing	10	
FAT Outcome Rate: Violence With Injury		25.0%	19.7%	20.3%	5.5% points	Increasing	18	One, Eight-Month High
FAT Outcome Rate: Violence With Injury - County		23.7%	18.0%	19.1%	4.6% points	Increasing	12	One-Month High
FAT Outcome Rate: Violence With Injury - Swindon		27.3%	21.9%	22.1%	6.7% points	Increasing	12	One-Month High
FAT Outcome Volume: Violence With Injury		102	280	1,086	18.6%	Increasing	10	



SO WHAT? is happening? What is analysis indicating?

Data summary

- In the 12 months to Jul -24 the Violence with Injury (VWI) crime volume decreased by -13.2% (n.817) when compared with the 12 months to Jul 23.
- This reduction in volumes was observed across all Neighbourhood Policing Teams (NPT)
- Swindon = -14.6% (n.333)
- County = -12.5% (n.484)
- In the 12 months to Jul 2024 the average FAT outcome rate was 20.3%, an increase of 5.5% pts when compared with the 12 months to Jul-23.

Performance overview

- Forces nationally recorded 1.4 million Violence Against the Person (VAP) offences during the Fiscal Year (FY) 23/24. This was a -2% decrease compared with FY 22/23.
- The latest ONS report has identified a national decrease of -2% in VAP offences. In contrast, Wiltshire has recorded a more substantial decrease of -13%,.
- In the last 12 months, 56% of VWI crimes occurred in a private setting and 44% in a public space
- In the last 12 months, 51% of VWI victims were males and 49% were females
- In the last 12 months, 73% of VWI victims were adults and 27% were under 18
- In the last 12 months, 31% (n.1640) of VWI crimes are related to Domestic Abuse (DA). Notably, 47% of DA VWI happened between spouse/partner, while 22% (n.303) happened between ex-spouse/ex-partner

Business Management

- Resourcing on CID and CAIT for PIP2 and VCT PIP1 is a prime focus, with ICIDP and LCI courses a priority.
- Continuing development on Op Soteria Pillar 1&2 Suspect Focused Investigations and Repeat Suspects. Working group being brought together by the relevant DCI.

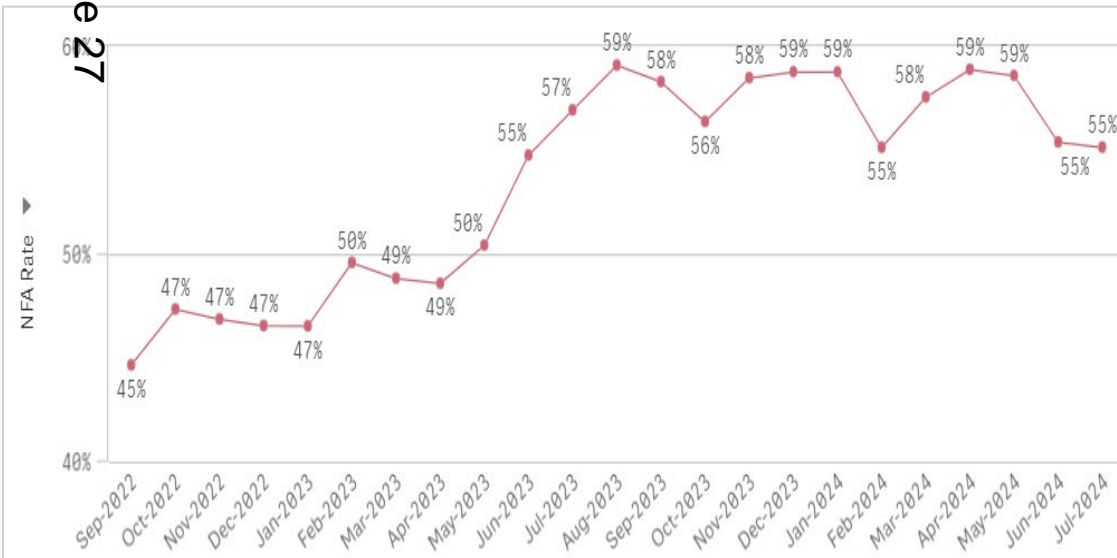
Domestic Abuse

WHAT? is the situation?

Data Source: Vulnerability | App overview - Qlik Sense (wiltshire.police.uk)

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024	Rolling 12 Month Trend	Exception Weighting	Statistical Exceptions
Arrest Rate: DA		46.6%	46.8%	49.0%	8.4%	Increasing	16	Eight-Month High
Crime Volume: DA		532	1,589	6,584	-10.5%	Decreasing	10	
DA Risk Level: High		40	113	404	62.2%	Increasing	10	
DA Risk Level: Medium		217	689	2,714	12.0%	Increasing	10	
DA Risk Level: Standard		479	1,473	6,668	-21.6%	Decreasing	14	Three-Month Low
FAT Outcome Rate: DA		13.7%	13.3%	13.7%	1.4% points	Increasing	10	
FAT Outcome Volume: DA		73	212	900	-0.7%	Increasing	4	
Outcome 14 & 16 Rate (Victim declines/withdraws/unable to support): DA		36.5%	44.2%	54.7%	-2.2%	Increasing	4	
Outcome 14 & 16 Volume (Victim declines/withdraws/unable to support): DA		194	703	3,603	-13.9%	Increasing	10	
Repeat DA Suspects (Expanded)		221	222	256	-19.2%	Decreasing	23	Two, Three, Eight-Month Low
Repeat DA Victims		21	21	33	-34.8%	Decreasing	23	Two, Three, Eight-Month Low

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SO WHAT? is happening? What is analysis indicating?

Data Summary

- For the month of Jul-24, 532 Domestic Abuse (DA) crimes were recorded, with a total of 6,584 in the 12 months to Jul-24.
- In the 12 months to Jul-24 the DA crime volume decreased by -10.5% (n.821) when compared with the 12 months to Jul-23.
- For the month of Jul-24, the DA FAT rate was 13.7% mirroring the year-on-year average.
- In the 12 months to Jul-24 the average arrest rate was 46.6%, an increase of 8.4% when compared with the 12 months to Jul-23, demonstrating a continuous upward trend.

Performance Overview

- Nationally, the number of domestic abuse-related offences 24/25FY decreased by -6% when compared with 23/24 FY.
- The proportion of Violence against the Person (VAP) offences that were flagged as domestic-abuse related was 33% for FY 23/24, like the previous year with 34% (ONS report Jul-24)
- In Jul-24, there were 5 Domestic Violence Protection Notices (DVPN) applications and 5 Domestic Violence Protection Orders (DVPO) applications, all authorised by Supt. No breaches. As of Jul-24, there are 4 DVPO currently live and served
- Assessment with High-Risk DA has recorded 62.2% increase year-on-year, meaning the Force is in much better position at identifying it.
- The last 12m period recorded weighted average of 33 repeat DA victims, a decrease of -34.8% compared to the previous 12m period.
- The last 12m recorded weighted average of 256 repeat DA perps, a decrease of -18.9% compared to the previous 12m period

Business Management

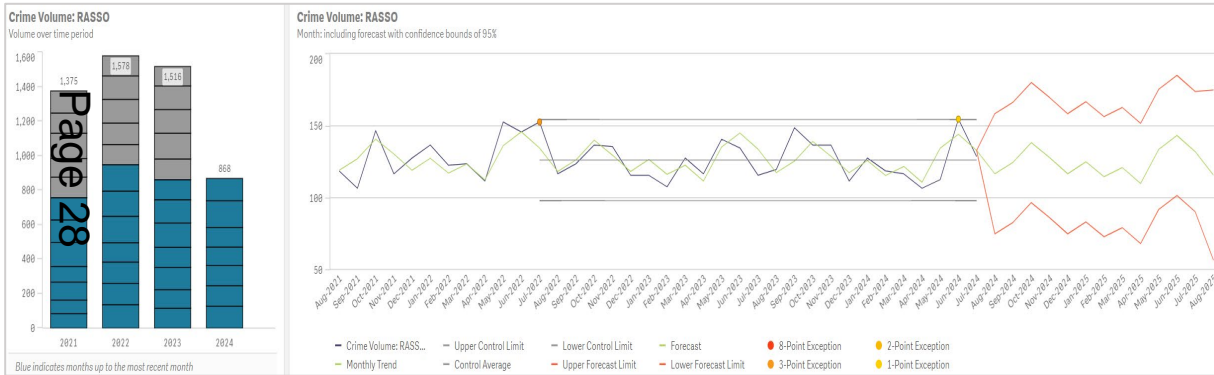
- From Sep-24 Wiltshire Police will be conducting DA Scrutiny panels in collaboration with CPS to identify areas of learning and good practice. The first panel will be focused on police-decision NFAs.
- Consultation has taken place with Custody to embedded the offer of Behaviour Change Programmes to DA perpetrators when being released from custody. SDASS and Fear Free will be delivering training to custody sergeants over a 5-week period to capture all teams

Rape & Serious Sexual Offences (RASSO)

WHAT? is the situation?

Data Source: Vulnerability | App overview - Qlik Sense (wiltshire.police.uk)

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024	Rolling 12 Month Trend	Exception Weighting	Statistical Exceptions
Crime Volume: RASSO		129	397	1,523	2.1%	Decreasing	4	
FAT Outcome Rate: RASSO		7.0%	6.5%	8.6%	-1.4% points	Increasing	4	
FAT Outcome Volume: RASSO		9	26	131	-12.1%	Increasing	4	
Outstanding Suspects: RASSO		94	92	103	-32.6%	Decreasing	20	Three, Eight-Month Low
Time to Charge (Median): RASSO		192	309	303	51.5%	Increasing	4	
Time to Summonsed / Postal Requisition (Median): RASSO		1,188	775	556	33.3%	Increasing	12	One-Month High



Rape disposals with O14+16 (Victim Declines); sub-code breakdown 9m to Jul-24

SubcodeText	Subcode...	Disposals	% of total	'% of total excl. null values'
Totals		279	100.0%	100.0%
-		139	49.8%	0.0%
Victim decision: Personal circumstances	h	55	19.7%	39.3%
Crime disclosed by victim: Investigation unwanted at outset	a	46	16.5%	32.9%
Third-party report: Investigation unwanted by victim at outset	b	14	5.0%	10.0%
Investigation: No clear evidence of offence	e	9	3.2%	6.4%
Investigation: Unable to maintain contact with victim	d	8	2.9%	5.7%
Victim decision: Impact of/trust in Criminal Justice System (CJS) process	g	4	1.4%	2.9%
Investigation: Delays or disruption	c	2	0.7%	1.4%
Other Reason	i	1	0.4%	0.7%
Victim decision: Fear of suspect/repercussions	f	1	0.4%	0.7%

SO WHAT? is happening? What is analysis indicating?

Data Summary

- In the 12 months to Jul-24 the RASSO crime volume was 1,523 displayed a decrease of 2.1% when compared with the 12 months to Jul 23.
- In the 12 months to Jul-24 the RASSO arrest rate was 30.5% showing an increase of 3.1% when compared with the 12 months to Jul 23.
- In the 12 months to Jul-24 the FAT rate was 8.6% showing a decrease of -1.4% when compared with the 12 months to Jul 23.

Performance Overview

- In the last 12m, 78% of RASSO crimes were Extra-Familial as opposed to intra-familial.
- Rape - in the 12 months to Jul-24 634 crimes were recorded, an increase of 3.8% (n.23) compared to previous 12m period
- Rape - in the 12 months to Jul-24 the arrest rate was 34.3%, with increase of +1.5%ppts compared to previous 12m period
- Rape - in the 12 months to Jul-24 the FAT rate was 7.9%, and remained unchanged compared to previous 12m period
- Serious Sexual Offences (SSO) - in the 12 months to Jul-24 crime volumes equalled 1295, with increase of 1.4% (n.18) compared to previous 12m period
- SSO - in the 12 months to Jul-24 the arrest rate was 28.6%, with increase of +2.1%ppts compared to previous 12m period
- SSO - in the 12 months to Jul-24 the FAT rate was 12.8%, with decrease of -1.0%ppts compared to previous 12m period

Business Management

- National operating model products in review. Additional products have now been launched to assist RASSO investigators
- Work ongoing to set up internal RASSO scrutiny panels.

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

Outcomes achieved this quarter

- **Safer Streets Programme (Round 5):** The focus of this round was Violence Against Women and Girls (VAWG), Anti-Social Behaviour (ASB) and neighbourhood crime. Projects continue to deliver in line with expectations and impact positively on individuals and communities. Data is being gathered and analysis of impact of projects on reports of crime in targeted areas will be undertaken.
- All project funding ends March 2025. The OPCC is engaging partners with developing a planned transition and the importance of gathering data and evidence of impact of these projects should future funding become available.
- **Anti-Social Behaviour:** OPCC has led on the successful bid for £1m of ASB Hotspot funding from the Home Office. Funding will provide over 4,000 hours of police overtime in key ASB hotspot locations with additional warden patrols, detached youth work, and increased back-office support functionality. Patrolling commenced in May and is continuing to develop. We continue to work with both Community Safety Partnerships (CSPs) to develop improved consistent responses to ASB across Wiltshire and Swindon.
- **Road Safety:** Partnership work is ongoing and developing with the establishment of a new task and finish group to assist the care industry in Wiltshire and Swindon regarding the driver licensing of care workers coming from overseas and best practice relating to the challenges presented by the needs of a mobile workforce in this sector. As a result of a donation from the OPCC, the Road Safety Partnership has been able to purchase materials for marketing key road safety messages to the public at local events, the most recent being the Calne Bike meet where biker safety education was the key focus. A further seven road safety education events are planned between now and Christmas, including fresher's week and for Christmas drink drive campaigns.
- **Rural Crime:** Following engagement with the rural community the Force have now set their rural crime priorities as farm plant theft and hare coursing. A delivery plan has been finalised, and tactical board meetings set to track delivery and update on performance. A method of capturing intelligence and making incident/crime reporting easier is under development with a dedicated intelligence analyst now in post and developing a problem profile.

Risks and issues

- **Safer Streets Future Funding:** Funding for Safer Streets Round 5 ends March 2025 with no certainty of continuation.

Deliverables Progress

Action	Date Due	Progress
Delivery of £1M ASB Hotspot Response Fund with OPCC leading on commissioning and delivery of warden patrols and detached youth work	March 2025	30%
Delivery of Safer Streets Programme (Round 5) to tackle VAWG, ASB & neighbourhood crime	March 2025	50%
Delivery of business crime reduction partnership to help tackle retail crime.	March 2025	30%

PCC focus next quarter

Improving Community Safety:

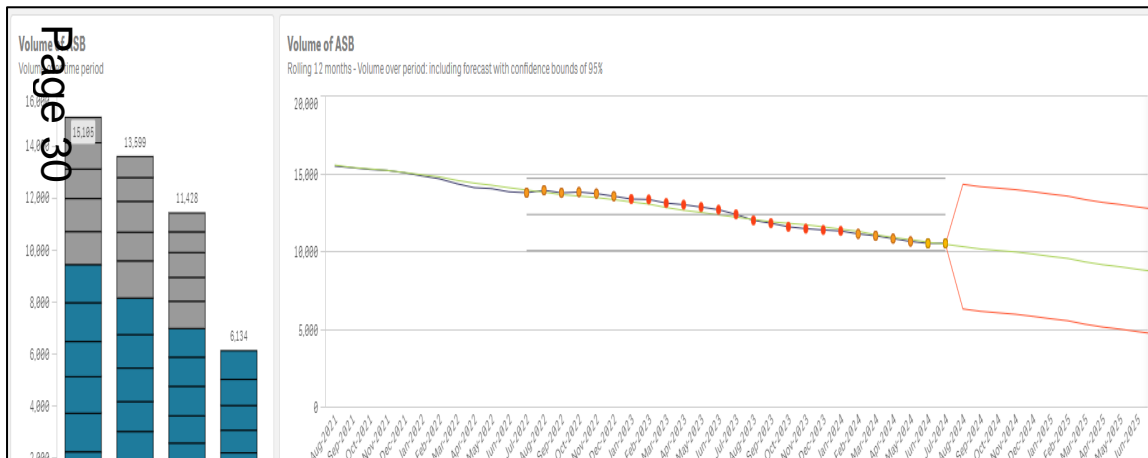
- Work with Executive Groups of Wiltshire and Swindon Community Safety Partnerships to consider improvements to their working arrangements, governance structures and resourcing plans.
- Continue delivery of ASB hotspots programme and Safer Streets Round 5 programme.
- Work with the Force to develop a unified Business Crime strategy supporting retailers and town centres to reduce ASB and acquisitive crime. OPCC focus in the longer term is the establishment of Retail Crime Reduction Partnership(s) across Wiltshire.

Anti-Social Behaviour (Inc. Sec 60)

WHAT? is the situation?

Monthly Performance Dashboard | App overview - Qlik Sense (wiltshire.police.uk)

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024
Percentage of ASB in Niche		40.8%	39.3%	39.6%	5.3% ▲
Volume of ASB		1,102	3,055	10,572	-14.9% ▼
Volume of ASB - County		668	1,782	6,328	-14.6% ▼
Volume of ASB - Swindon		429	1,251	4,188	-15.8% ▼



	Jul-24	Proportion of monthly total	Montly YoY change	12 month YoY change
ASB - Environmental	67	6.00%	+21.8%	+9.5%
ASB - Nuisance	694	62.1%	-1.0%	-18.8%
ASB - Personal	356	31.9%	+2.9%	-10.1%

SO WHAT? is happening? What is analysis indicating?

Data Summary

- July 2024 recorded a total of 1,102 ASB incidents. Incidents of ASB continue to decrease with a year-on-year decline of -14.9%.
- Swindon is recording a decrease of -15.8% year on year.
- County is recording a decrease of -14.6% year on year.

Performance Overview

- Anticipated seasonal trends show the summer months displaying an upturn in the discrete monthly volumes of ASB. July-24 is the second month with a volume above the mean after a 9-month consecutive low. July 24 volumes are slightly above the forecasted volume (n= +44)
- Despite a decrease in ASB overall, recording of ASB Environmental has seen an increase of +9.5% over 12 months YoY (n=+50). ASB Nuisance (-18.8, n=-1519) and Personal (-10.1%, n=-387) are recording a decrease over the 12-month period.
- Nationally - There was no change in the volume of police recorded ASB incidents year ending March 2024 when compared with year ending March 2023 (1 million incidents). (Source: ONS CSEW)
- All CPT areas are recording a decline overall of ASB.

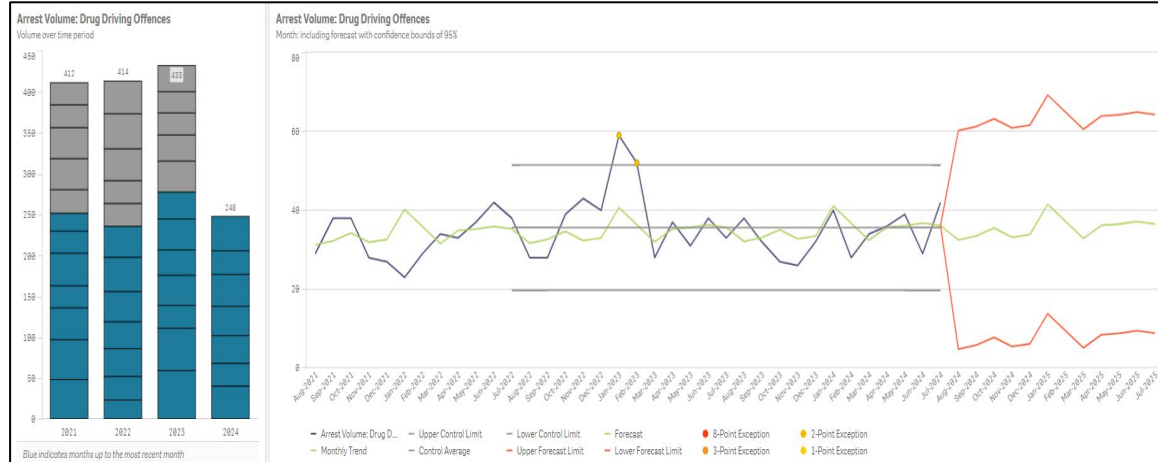
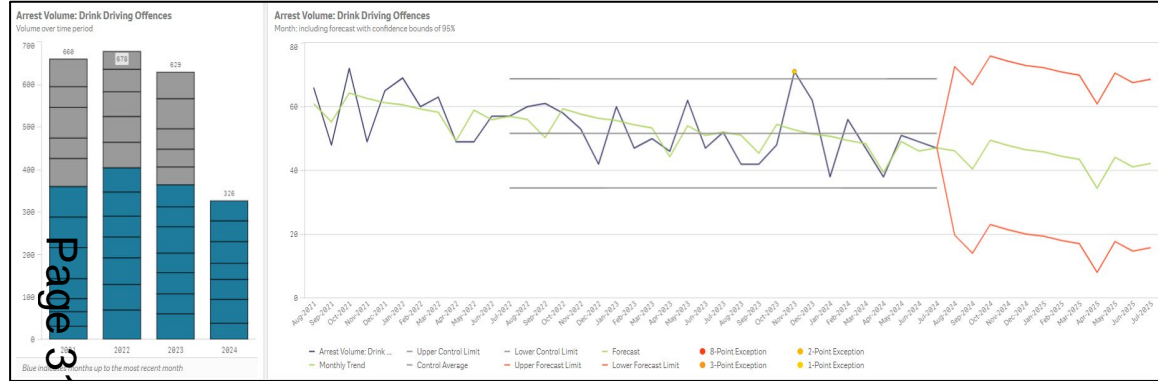
Business Management

- Focus on improving reporting and confidence through collaboration with partners.
- Recruitment of temporary ASB hotspot manager in post from 6th August.
- Specialist ASB training has been delivered to 20 individuals with more planned
- Plan On a Page developed for the night-time economy in county and Swindon to target establishments with high incident rates.
- ASB Awareness Week for 2024 moved to November.

Road Safety

WHAT? is the situation?

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Arrest Volume: Drink Driving Offences		52	152	596	-6.6%	Decreasing		10
Arrest Volume: Drug Driving Offences		43	111	404	-11.4%	None / Stable		0



SO WHAT? is happening? What is analysis indicating?

Data Summary

- Drink driving offences have seen a -6.6% (n.-39) decrease over the 12 months to July-24.
- Drug driving offences have seen an 11.4% (n.-75) decrease in the 12 months to July-24.
- In July-24 a total of 2,074 speed watch records were conducted, 4.2% of these identified vehicles speeding
- In July 24, 413 individuals have resulted in paperwork being issued, the highest amount of paperwork issued was for no insurance (n.57)
- Between Jan-Dec-23 there were 1,884 KSI casualties recorded, a 4.8% (n.87) increase year-on-year, 667 of these were vulnerable:
 Fatal – 23 (4.5% increase YOY – n.1)
 Serious – 232 (4.5% increase YOY – n.10)
 Slight – 1629 (4.9% increase YOY – n.76)

Ongoing proactive initiatives:

- Op Tramline is now operating quarterly, publicising HGV outcomes.
- Continued work with the DVSA on a weekly basis to target Commercial Vehicles
- A recent day of action with the Motor Insurer's Bureau, to target uninsured vehicles
- Enhanced working relationship with software manufacturers that provide the back-office function for Abnormal Loads. Wiltshire Police can now check Movement Orders at the roadside, undertaking enforcement work on the estimated 40% of Abnormal Loads who are operating outside of the legislation.

Business Management

- Deployability will increase by 5 in the next few months as new recruits become independent

Priority 4: Improve the experience of victims and deliver justice

Outcomes achieved this quarter

Improving Experience for Victims:

- The substantive review of the Victim and Witness Care Hub (Horizon) has been completed. The final report has delivered key findings and recommendations for service, support and governance improvement opportunities.
- Ongoing work to co-ordinate the local response to, and compliance with, the incoming Forensic Accreditation Standards continues. Outline plans for the proposed building works in the Sexual Assault Referral Centre have been completed enabling governance boards and agencies to consider approvals.

Priority Groups in the Criminal Justice System (CJS):

- Coordinated work across CJ partnership in response to SDS40 and Probation reset is ongoing with proactive steps being taken to ensure prisoners are supported as much as possible upon their release.
- Neurodiversity (ND) in CJ Partnership Forum agreed objectives and coordinated efforts across commissioned services and Local Authority strategies to support ND in the CJS and implement further improvements.
- Continued work through the Female Justice Support Board (FJSB) to analyse data for female offenders, identifying drivers, themes and gaps in services.
- The first Military in Justice Steering Group met in September to coordinate CJ approaches for reducing reoffending for military/ex-military communities.

Risks and issues

- Victims Services:** Demand for specialist support services remains high. The number of victims coming forward continue to trend upward, particularly from self-referrals regarding domestic abuse support in Wiltshire, and to access services at the Sexual Assault Referral Centre (SARC). OPCC is working with strategic partners to maintain service levels and reduce waiting times for people affected.

Deliverables Progress

Action	Date Due	Progress
Complete review and implement recommendations to improve the experience of those with neurodiverse conditions in the Criminal Justice Sector	March 2025	30%
Undertake the procurement for a longer-term victim's satisfaction survey to provide more opportunities for victims to share their experiences to improve services.	March 2025	30%
Work together with partners through the Wiltshire Criminal Justice Board to oversee the effective and efficient delivery of criminal justice across the Force area	March 2025	30%

PCC focus next quarter

Improving Experience for Victims:

- Action key findings and recommendations for improvement in the Victim and Witness Care Hub (Horizon) in service, support and governance.
- Undertake a competitive market procurement process for a new, 3 year Victim Satisfaction Survey with a contract start date of April 2025.

Priority Groups in the CJS:

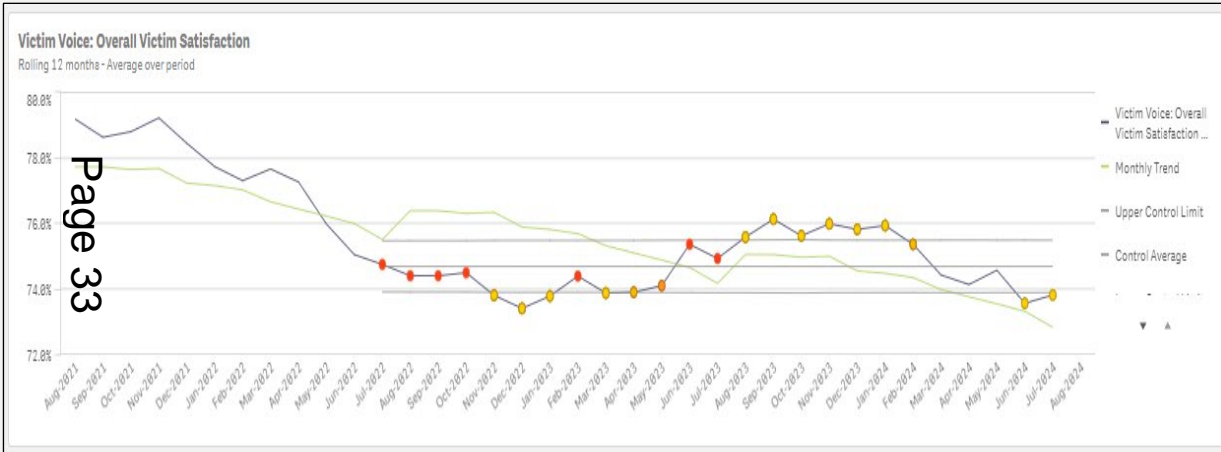
- Continued monitoring of ND improvements across CJS and aligned work with Local Authorities, including full review of CJ strand of Wiltshire Council's Autism Strategy.
- Action findings and recommendations from FJSB review to improve support for female offenders.
- Agree objectives and coordinated efforts across CJ partnership for Military in Justice Steering Group.

Victim Voice

WHAT? is the situation?

Victim Satisfaction Survey Dashboard - KPIs Rolling Months Data | Sheet - Qlik Sense (wiltshire.police.uk)

Measure	Trend Line (Up to 3 Years' Data)	Jul-2024	3 Months to Jul-2024	12 Months to Jul-2024	12 Months to Jul-2023 vs. 12 Months to Jul-2024
Victim Voice: Overall Satisfaction - Burglary Crimes		Rolling 12 Month Only	Rolling 12 Month Only	80.1%	-3.9% points
Victim Voice: Overall Satisfaction - Hate Crimes		Rolling 12 Month Only	Rolling 12 Month Only	69.7%	-14.3% points
Victim Voice: Overall Satisfaction - Vehicle Crimes		Rolling 12 Month Only	Rolling 12 Month Only	70.0%	1.5% points
Victim Voice: Overall Satisfaction - Violence Crimes		Rolling 12 Month Only	Rolling 12 Month Only	75.0%	1.8% points
Victim Voice: Overall Victim Satisfaction		Rolling 12 Month Only	Rolling 12 Month Only	73.9%	-1.1% points



Initial Contact

85.8%

-0.3pp YoY

Arrival Time

84.1%

-1.0pp YoY

Treatment

90.1%

+2.3pp YoY

Actions Taken

87.0%

+0.5pp YoY

Kept informed

68.0%

+1.6pp YoY

Investigation

69.5%

Victims Rights compliance - WHAT?

OIC understood situation

92.5%

Phone operator understood situation

92.2%

Informed of action to investigate

81.6%

Progress update given

66.3%

Informed of final outcome

55.6%

Informed of right to review

53.3%

SO WHAT? is happening? What is analysis indicating?

Data summary

- Overall Victim Satisfaction has dropped by -1.1% pts to 73.9% and representing a 2 month exceptional low.

Performance breakdown

- Violence:** 75.0% (+1.8%pts) – stable and above average outcomes.
- Vehicle:** 70.0% (+1.5% pts) – stable, remaining the lowest area of satisfaction.
- Burglary:** 78.8% (-3.9% pts YoY) – highest performing area in overall satisfaction, demonstrating an 8 month decrease and below forecasted volumes.
- Hate Crime:** 69.7% (-14.3%pts YoY), sustained decline since February 24, analysis being conducted to understand how change in recording practices may have influenced satisfaction rates.
- Out of Court resolution satisfaction rate** – 40 victims whose crime has been resolved via OoCR have provided feedback through the Victim Voice survey in the last 12 months. Overall satisfaction rate of these was 77.5%
- Confidence** – 87.5% (n= 922) of victims would recommend contacting the police to others in a similar situation. 86.0% (n=911) of victims would be confident to involve the police if they experienced any future incidents.

Business management

- The introduction of the Allocations Team, July 24 should result in improved victim contact and investigations.
- First Victim Rights and Provision Board (VRPB) established and chaired by D/C/Supt Coles.
- Hate Crime Silver team and Burglary Tactical board will be explore causes for the decline in satisfaction further.

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Meeting	Police and Crime Panel
Date	26th September 2024
Report Title	PCC Annual Report 2023-24 Draft
Presented by:	Phillip Wilkinson OBE, Police and Crime Commissioner
Author:	Naji Darwish, Chief Executive

1. Purpose of Report

- 1.1 To provide comment and recommendations of the PCC Annual Report 2024.

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 2023-24
- 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 to meet the statutory consultation process to allow for PCP members to comment and provide any recommendations for the PCC to consider.

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Wiltshire and Swindon

pcc

The Police and Crime Commissioner's

ANNUAL REPORT 2023-2024



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Foreword from Philip Wilkinson OBE, Police and Crime Commissioner



Welcome to my Annual Report for 2023-24. I hope you will find it informative, as well as providing an overall summary of the work undertaken by myself and my team during this year.

Since my last report, I have been re-elected to the role of Police and Crime Commissioner. It was a shorter term than usual, due to the delay of the previous election during the covid-19 pandemic.

However, all that has been achieved during the 2023/4 year

across all areas - and before the election - is no less significant due to the shortened nature of the term.

My focus has been – and will now continue through the next four years – to support Wiltshire Police as it continues its improvement journey and delivering upon my mission of Making Wiltshire Safer.

A key milestone earlier this year was achieved, and I am pleased to be able to say Wiltshire Police has been removed from His Majesty's Inspectorate of Constabulary, Fire and Rescue Service's Engage process, or Special Measures as it is known. Alongside this, the Force has also received a promising HMIC Police Effectiveness, Efficiency and Legitimacy (PEEL) report too.

Both the Chief Constable and I have approached these milestones with cautious optimism.

It has been a joint priority of Wiltshire Police - and my office - to ensure significant, and sustainable, reform across all areas of the organisation to provide a stable foundation for further necessary improvements.

It was also vital we ensured the Force functioned strategically but was also able to deliver the policing service it knows it should - and which our residents want and need. I join the Chief in her aspiration for Wiltshire Police to be an outstanding policing service in future years.



“ Ensuring a quality, frontline, policing service for the residents of Wiltshire and Swindon remains the key priority for all who work in policing. ”



excellence, and the outcomes highlighted in this year's report should provide insight into the progress made by both my office and the Force.

While the Police and Crime Panel holds me accountable, it is my responsibility, on behalf of the residents of Wiltshire and Swindon, to hold the Chief Constable accountable for maintaining an effective and credible police force, aligned with the objectives of my Police and Crime Plan.

Later this year, we will introduce a refreshed and streamlined Police and Crime Plan for 2025-29, centred on the priorities you have shared through our recent public survey, my community engagements, and general feedback.



Together, Wiltshire Police and my office are making significant strides in various areas of policing, commissioned services and victim support, and I am confident that, in collaboration with Chief Constable Roper and her team, we will not only continue to make Wiltshire safer but also help you, our residents, truly feel that safety within your communities.

Our goal is to ensure these improvements are felt at the grassroots level, so everyone can experience a genuine sense of security, rather than merely being reassured by statistics. By working together, we will continue to restore trust and confidence in our policing service.

I will only be satisfied when this mission is accomplished, and we have fully regained the trust and confidence of you, our residents.

Philip Wilkinson OBE
Wiltshire and Swindon Police and Crime Commissioner

Role of the Police and Crime Commissioner

As the 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
- Commissioning a range of services to deliver the Police and Crime Plan
- Commissioning support services for victims of crime
- Setting the annual policing budget and the precept
- Providing a local link between police, local authorities, Wessex criminal justice, partner agencies and communities
- Consulting and engaging with members of the public, specifically victims of crime
- Maintaining an efficient and effective police force
- Holding the Chief Constable to account for the operational delivery of policing and the performance of the force
- Publishing an annual report reporting on progress made against the Police and Crime Plan
- Appointing, and if necessary, removing a Chief Constable
- Contributing to the response to national and regional criminal activity and threats as set out by the Home Secretary



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 with close to 4,000 individual responses, public discussion groups, and 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 and retail crime and reduces serious violence and domestic abuse.

These areas were important to you and my Police and Crime Plan has ensured that the strategic blueprint range of activities to achieve improvements have been carried out.

Since its publication in March 2022, I have continued to listen to the comments and ideas of Wiltshire and Swindon's communities, also

drawing from a wide range of public surveys and crime data to shape delivery.

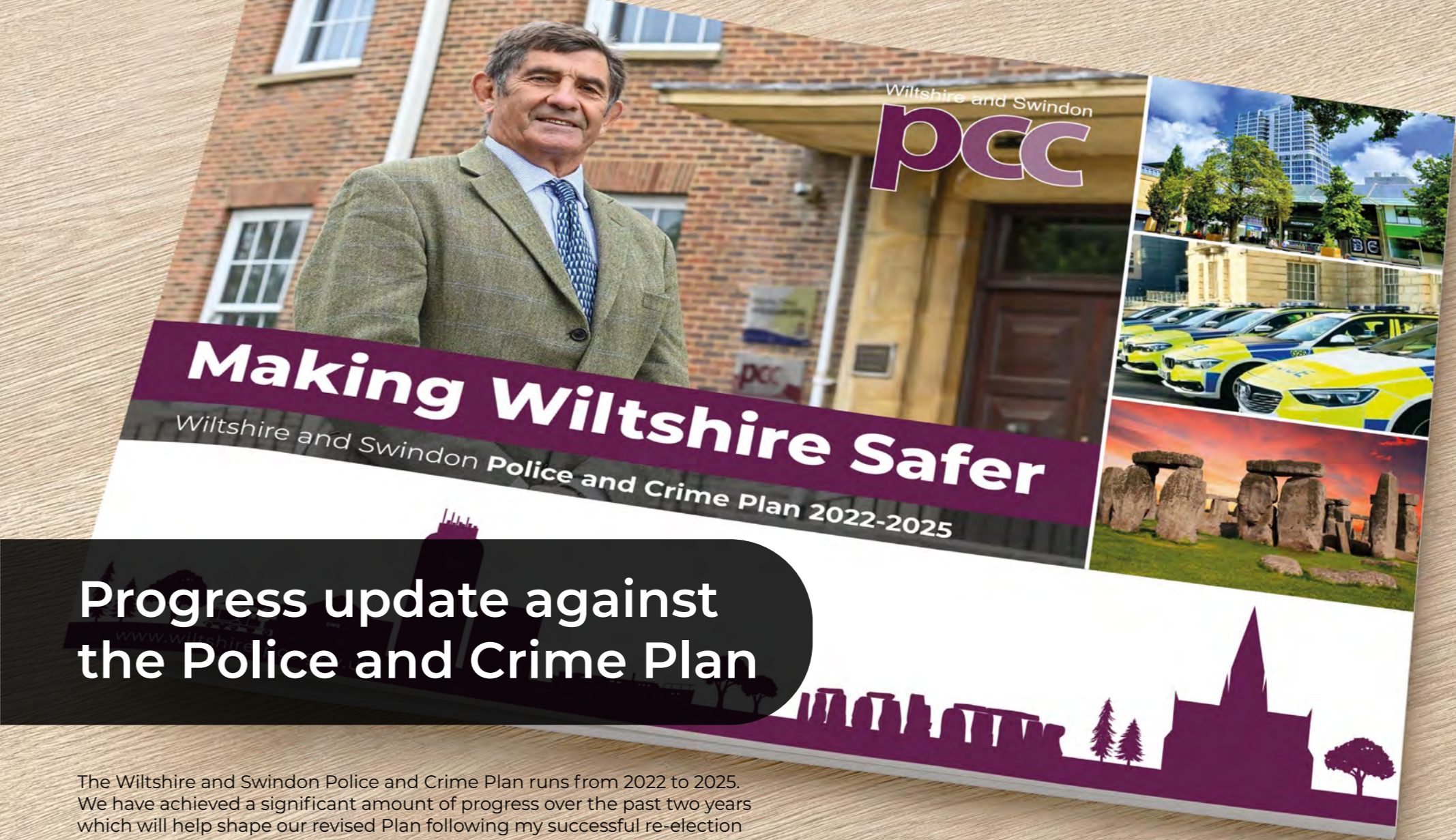
My mission has always been to make Wiltshire safer through the provision of a quality and efficient police service which tackles the crimes that matter most to our communities. Making Wiltshire Safer: Police and Crime Plan set out the direction for Wiltshire Police's focus and priorities, from 2022 – 2025, in order to achieve this.

Using your support for a precept increase, Wiltshire Police has recruited additional police officers to help provide more visible policing in communities and quality investigations. Working with the Chief Constable, and on her operational advice, we will increase the total number of officers by 32 this year (2024/25) in the annual review of the current workforce mix.

These officers will bolster Wiltshire Police's work in the community, and crime investigation, and are in addition to the Uplift officers who are also coming through the recruitment and training pipeline into our communities, as well as specialist roles and the rural crime team. This will mean Wiltshire Police will better meet the needs of our communities.

I am currently refreshing the Police and Crime Plan, so it further meets the needs of our communities from 2024 – 2029. The public has been invited to have the same input via Use Your Voice.

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



Progress update against the Police and Crime Plan

The Wiltshire and Swindon Police and Crime Plan runs from 2022 to 2025. We have achieved a significant amount of progress over the past two years which will help shape our revised Plan following my successful re-election in May 2024. The new plan will better reflect the changing demand and crime and disorder picture and seek to manage those issues of most concern to the communities of Wiltshire and Swindon.

We have made considerable progress in our performance against the Police and Crime Plan priorities in 2023-24 and a summary of the key highlights are shown on the following pages.

PRIORITY ONE: A police service that meets the needs of its communities

INCREASE PUBLIC CONFIDENCE, TRUST AND POLICE ENGAGEMENT WITH COMMUNITIES

Target Operating Model

Wiltshire Police's new Target Operating Model has been adopted and will increase our community offering and our visibility. This has led to increased resources for the

Neighbourhood Policing Teams, better alignment of resources to demand through new Response Policing shift patterns, increased commitments to our communities to ensure the consistency of high policing standards and new Mobile Police Stations active in our communities.

Professional Standards

The PCC is responsible for the oversight of the local complaints systems and has adopted model two, where the PCC is responsible for the initial contact and work to resolve police complaints as soon as possible and improve customer service.

Scrutiny Panels

The PCC has the responsibility to hold the Chief Constable to account for an efficient and effective police Force. The OPCC leads and manages Community Scrutiny Panels which provides independent scrutiny on the Use of Force, Stop and Search and Out of Court Resolutions. These panels meet approximately every six weeks on a rotational basis, both in person and virtually, where Body Worn Video clips are shown, and Out of Court information is

provided. Currently we have 31 panel members representing different communities across Wiltshire.

Our scrutiny work is further supported by the work of the Independent Advisory Groups (IAGs), which build community insight, helping police understand the needs, concerns, and perspectives of diverse communities, especially those often under-represented in traditional policing structures. IAGs act as a "critical friend" to the police, offering independent advice and challenging conventional thinking on policies and practices. This helps ensure policing strategies are effective and consider the impact on different communities.



The OPCC introduced The Dogs Trust Animal Welfare Scheme in February 2024. The scheme provides a framework for independent scrutiny visits to check and report on the welfare of police dogs within police stations, dog units, training centres, kennel facilities and other venues.

QUALITY OF POLICE SERVICES PROVIDED TO ALL OUR COMMUNITIES

Wiltshire Police lifted from Engage

Our key achievement in 2023-24 was the lifting of Wiltshire Police from Engage status, or 'Special Measures' by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

The organisation was given the Engage status, which offers enhanced support to Forces requiring it, in 2022 after HMICFRS graded the force as 'inadequate' in our ability to respond to the public, protect vulnerable people, and strategic planning. It further described the Force as 'requiring improvement' in a number of other areas.

As a result of this, and under the leadership of Chief Constable Catherine Roper who was appointed at the end of February 2023, fundamental changes were made including:

- The introduction of a new policing model, creating dedicated neighbourhood teams which ensure increased visibility and engagement with communities.
- Significant improvements to the quality of investigations.
- Increased governance around how performance is monitored and how demand is mapped.
- Publication of a three-year strategic plan outlining the Force's key priorities and deliverables

This programme of work also resulted in an enhanced service to victims - from shorter 999 and 101 call answer times to safeguarding more people by identifying vulnerability at the earliest opportunity, better quality investigations and an improvement in the number of justice outcomes.

Both the PCC and Chief Constable Roper have said this achievement is only the start of Wiltshire Police's improvement journey and

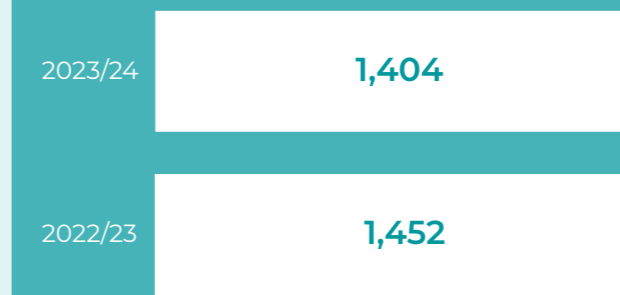
work to continually improve the policing service that Wiltshire residents receive is of paramount importance.

Bringing more offenders to justice

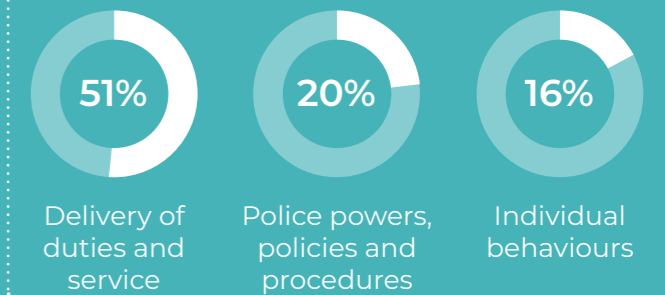
Since the PCC was elected in 2021, investigations where an offender was issued with a successful outcome have increased from 10% (Quarter 2, 2021) to 14% in Q4 2023. This is five percentage points above the national rate of 9%.

COMPLAINTS

Complaints received



Top 3 allegation categories



In 2023/24, a total of 1,404 complaints against Wiltshire Police were received and logged by the OPCC. This is a slight decrease of 3.4% when compared to the volume of complaints received in the previous year and reflects a change in logging practices where a triage system was implemented during Q3 to ensure correct routing and escalation of complaints and contact matters.

The top complaint themes detailed here mirror complaint themes logged by forces nationally.

In line with The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021, a separate annual report detailing how the PCC holds the Chief Officer to account for performance of police complaints and assesses their own performance in relation to police complaints is **published each year**.



An improved air lock and secure alarm system will also mean better security, and a refresh of the custody desk with wider and taller screens enables privacy and soundproofing, while meeting the latest Home Office guidelines.

Mechanical and electrical system upgrades have also been installed to help deal with increasing demand and improve efficiency and risk management to better serve the needs of the force.

The custody suite first closed on Monday 20 February 2023 and since then Wiltshire Police has processed all detainees at Gablecross Custody in Swindon.

Tidworth Police Station

We have built a new joint police station and civic centre in partnership with Tidworth Town Council, providing £2M towards an overall



cost of £5.3m. The new police station boasts a number of interview rooms, a large briefing room, parade room and a number of individual offices.

Estates Strategy

The new **Estates Strategy** for Wiltshire Police was launched in January 2024 and outlines an investment of over £100m over the next 10 years, including:

- £90M investment to deliver the redevelopment of the Police Headquarters site in Devizes over the next decade, including the relocating of Devizes policing hub to the existing headquarters site, and to develop a new operational policing site, training facilities, and administrative office space.
- £19M investment to deliver a new dedicated Policing hub in South of the County by 2028 - the PCC and CC have identified that the current arrangements for policing estate

in the south are not meeting operational need. We continue to progress our location options, on with Old Sarum and High Post being our two most developed plans at present.

This commitment to investment in facilities from the Police and Crime Commissioner is specifically designed to improve local policing services by enabling Wiltshire Police to provide a more consistent policing approach alongside increased proactive and visible policing within communities.

Officer Training

We have invested in the next generation of police officers by funding £1M improvement works of the Learning and Development facilities at Wiltshire Police's Devizes HQ. Work was completed to transform the sports hall and old helicopter hanger into Operational Training Facilities to enable training teams to deliver



more robust, two-day Public and Personal Safety Training and First aid training courses.

The improved space is also better equipped for scenario-based training with a full black wall room set-up with padded walls and is a modern learning environment for all police officers taking courses like Taser or Method of entry.

Classrooms in the Learning and development building also underwent extensive refurbishment, with new carpets, furniture and updated audio-visual equipment being installed in each classroom.

Neighbouring police forces will also be able to benefit from the newly-refurbished facilities as the space will be available to rent.

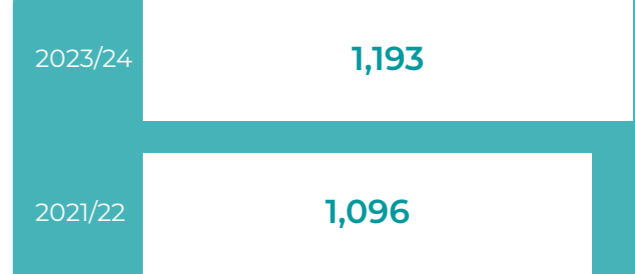
Increase the percentage of officers and staff working in frontline roles and eliminating any unnecessary bureaucracy

The new Target Operating Model changes have provided reinforcement to neighbourhood teams, improving visibility, community engagement and local problem solving, empowering frontline officers to deliver more visible outcomes to communities.

Mobile Police Stations

Wiltshire Police has purchased two additional mobile police stations that will be active in town centre hotspot locations and rural communities to enable more visible policing in rural communities and support night-time economy policing operations in our larger communities during certain weekends. The mobile stations provide a vital link by supporting neighbourhood policing officers further in their work protecting our communities.

Officer numbers



Thanks to the government's Uplift programme, Wiltshire has more police officers now than it has had in a decade. These officers are now more visible and more effective than before thanks to our new Target Operating Model.

Environmental sustainability

We are dedicated to achieving significant reductions in emissions and minimising our overall environmental impact. This commitment is aligned with key government policies, reflecting our determination to contribute to national and global environmental goals.

During the last year we have shifted to clean energy tariffs and completed a range of environmental improvements across our estate. We also continue to increase our electric non-operational fleet.



GIVE THE POLICE THE RIGHT TOOLS FOR THE JOB

Reopening of Melksham Custody suite

Wiltshire Police's Melksham Custody suite has reopened after undergoing major refurbishment works to make the force more fit for the 21st century.

The investment of £3.7m was approved by the PCC last year to ensure the facility was fit-for-purpose and to provide a safer experience for detainees, staff and officers.

Improvement works have included newly refreshed cells with Qibla pointers for Muslim detainees, autism-friendly colour schemes, and higher security observation doors for detainee and staff safety.

PRIORITY TWO: Reduce violence and serious harm

VIOLENCE REDUCTION AND DOMESTIC ABUSE



This reduction was observed across all Neighbourhood Policing Teams with Swindon -16.7% (n.526) and County -11.4%.



Serious Violence

Serious Violence Duty

The establishment of the **Serious Violence Duty** (SVD) in January 2023 placed a number of statutory duties on specified authorities (police, health, probation, youth justice services, fire and local authorities) to work in partnership to reduce serious violence. The PCC has duty to convene these authorities, as well as other key stakeholders such as prisons and education providers, in order to develop and then publish a strategic needs assessment to better understand the causation factors of serious violence in the area and which cohorts are most at risk, and then develop a local response strategy which outlines what action the partnership will take to tackle these issues. Both of these documents had to be published by the end of January 2024 in order for the area to be compliant with the Duty.

Early in FY23-24 a joint executive group of both Swindon and Wiltshire Community Safety Partnerships agreed the establishment of a joint steering group with membership from the specified local authorities to lead the delivery of the Serious Violence Duty work. This group is

chaired the by OPCC's strategic commissioning manager for this portfolio and beneath it sits the respective violence reduction sub-groups for both Swindon and Wiltshire who are focused on the tactical delivery of interventions to reduce serious violence in their areas.



The joint steering group agreed that the OPCC would undertake recruitment for the role of a Serious Violence Duty Coordinator to support the partnership work and development of strategic needs assessment and response strategy and this was completed by May 2023. The appointment of this post has been critical in delivering the work through FY23-24 to very demanding timescales, particularly given the relative immaturity of the partnership arrangements when compared to other police forces areas who have long established violence reduction units.

The joint steering group has met regularly through the year and extensive work has been undertaken across specified authorities and other key stakeholders to identify relevant data and evidence for inclusion on the strategic needs assessment. This has been a challenge for some specified authorities and reflects a gap in both community safety partnerships regarding the collation and analysis of data to support strategic assessments. Despite these challenges, both products required by the Duty were agreed by the joint steering group and published prior to the end of January deadline, meaning Swindon and Wiltshire are compliant with the Serious Violence Duty.

Serious Violence Reduction Delivery: As well as developing the strategic needs assessment and local response strategy, the portfolio team



and young people and aimed at diverting those most at risk away from entry into the criminal justice system, as well as supporting those professionals engaged with children and young people:

Focussed deterrence is an evidence-based approach proven to work across the country where intense support and mentoring is provided to young people at elevated risk of being involved in serious violence. The project providers specific and targeted support to identified individuals who police and children services know are at significant risk of exploitation or may already be involved in gang activity. The interventions are provided with engagement from a range of support services and family members, working to address the cause of the child's risk-taking behaviour. Two projects were launched in FY23-24; one working in Swindon and another in Devizes targeting known gang members who have been involved in serious violence.

has delivered a range of interventions to reduce serious violence, recognising that as a partnership we couldn't afford to wait for the needs assessment and strategy before taking action. Therefore, during FY23-24 the portfolio team have commissioned a range of interventions to support children

Blunt Truth is a schools-based intervention using police and NHS staff to highlight the risks and dangers of carrying knives to teenage children – approximately 2,733 children have received this intervention this year.

Street Doctors is an intervention specifically for children who are already engaged with youth justice teams who are at greater risk of being the perpetrators or victims of serious violence. Street Doctors works with these small groups of children to educate them on how to treat and respond to injuries from sharp weapons or head injuries caused by violence, using reachable teachable moments to highlight the risks of engagement in gang activity and reduce their risk-taking behaviour.





WAY Beacons

is an award-winning project (NHS England, south west, IPC Awards) that aims to break the cycles of hospital readmissions crime, violence, and risk-taking behaviour by engaging with young people aged between 11-25 at a reachable moment within hospital by trained professionals and connecting them to ongoing support within their community. This provision has been rolled out in Great Western Hospital in Swindon in partnership with the NHS and Swindon Youth Justice Service.

Education Other Than At School (EOTAS) mentoring is an evidenced early intervention provision to children and young people aged 11-17 attending EOTAS in Swindon. The provider WAY has delivered a mentoring programme for 16 young people who are transitioning from

EOTAS and are 'at risk' of being unemployed and not receiving an education or vocational training. This provision is designed to provide wellbeing support, as well as signposting to training and other opportunities to improve young people's outcomes.

Trauma informed practice training for professionals has been delivered to support their understanding of the impact of exposure to trauma has on an individual's neurological, biological, psychological and social development. We know that many children, young people and adults involved in serious violence have previously been exposed to trauma and this is likely to be a



contributory factor in their behaviour. Therefore, this training for professionals and leaders in public bodies delivering engagements and interventions with these cohorts is designed to improve the way in which they engage with people affected by trauma and lead to better outcomes.

These interventions have been funded through a combination of Serious Violence Duty grant money and through the PCC's commissioning budget.

Youth Voice: The Youth Commission enables young people aged 14-25 to support, challenge and inform the work of the Police and Crime Commissioner for Swindon and Wiltshire. The young people involved are able to gain new knowledge, skills and experiences, and have their say on crime and policing issues that matter most to them and their peers. Their report to the Commissioner in 2023 has informed a range of work undertaken both within Wiltshire Police and the OPCC, as well as

with partners, and builds on the voice of young people captured through other channels and by other stakeholders.

The focus during FY23-24 for the Youth Commission has been serious violence and what police and other agencies can do to reduce and prevent it as part of the new Serious Violence Duty. A series of sessions has taken place with the Youth Commission through FY23-24, hosted by the OPCC, Wiltshire Police and the Youth Justice Services in both Swindon and Wiltshire. Topics have included knife crime, joint enterprise, gang violence and exploitation, the Serious Violence Duty, stop and search, hate crime, prevention and diversion, domestic abuse, reporting crime and making complaints. The findings of these sessions will be presented in a report to the Commissioner and a range of stakeholders, including senior Wiltshire Police officers in March 2024 at the Big Conversation



conference. The findings will be key to informing the way in which the OPCC, police and partners engage with young people in the future to reduce serious violence in our communities.

Sceptre

Sceptre is a national knife crime campaign aimed at the reduction of knife-related violence and the education of people on the dangers of carrying bladed weapons.

Officers from across Wiltshire Police will continue their work to tackle knife crime and use it as an opportunity to educate the public on the dangers of carrying a weapon.

As well as enforcement work, officers from different teams will be conducting targeted activity including weapons sweeps, test purchasing operations and school visits in conjunction with specialist charities and services funded by the Office of the Police and Crime Commissioner.

Reducing Violence across the county is a priority under Chief Constable Catherine Roper, and the latest figures show the volume of crimes involving knives/bladed articles in the 12 months to April 2024 has reduced by 5.6% compared to the previous year.

The arrest rate for crimes involving knives and blades over the last 12 months is 51%, an increase of 5.2% compared to the year before to April 2023.

Operation Sceptre took place from November 15-26 with 40 school and community engagements being delivered to highlight the potential consequences of being involved in knife crime. A key part of this was the



introduction of Blunt Truth sessions in schools across Wiltshire and Swindon, with four sessions being delivered over the fortnight.

During Operation Sceptre, four new permanent knife bins were installed in Swindon, in response to an increase in knife crime in the town. The launch was widely covered by the BBC, ITV, Heart FM, Greatest Hits Radio, the Swindon Advertiser and Swindon 105.5FM and over the fortnight, 28 knives were recovered.

Domestic abuse victim services

We have provided over £1.3million in funding to support victims of sexual harm and domestic abuse across Wiltshire and



Swindon, with 2,423 people affected by domestic abuse supported by specialist services and 2,118 of victims of sexual violence provided with dedicated support. We continue to support victims of domestic abuse and sexual offences to have the confidence to access help and information, all support services are available whether or not victims wish to make reports to the police.

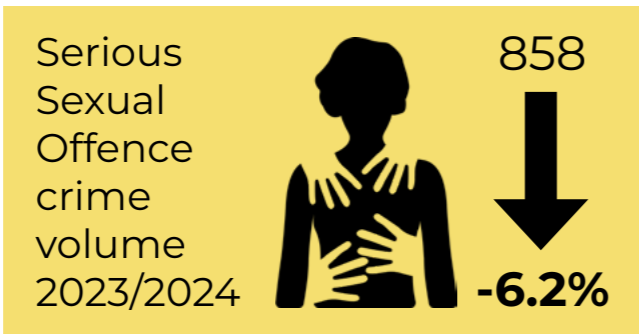
DA perpetrator programme

We commission specialist support to help perpetrators of domestic abuse address their behaviour and move away from violence and abuse.

VIOLENCE AGAINST WOMEN AND GIRLS

Safety at Night Charter

In 2022, my office introduced the **Safety at Night Charter** across Swindon and Wiltshire. This initiative is designed to support local



businesses in the night-time economy, aiming to reduce violence and enhance public safety during night-time activities. The Charter targets a wide range of establishments, including pubs, bars, restaurants, leisure and event venues, and transport providers.

The Charter offers practical advice and guidance to businesses and their staff on how to establish and maintain safe spaces for everyone, with a particular focus on women and girls. Our own survey data indicates that women and girls are often disproportionately affected by crimes in these settings, underscoring the need for targeted interventions.

To date, over 150 organisations in Swindon and Wiltshire have committed to the Charter. This effort is bolstered by proactive, high-visibility policing operations, specifically targeted at hotspot areas. These measures are designed to address violence within the night-time economy and provide reassurance to

the public, ensuring a safer and more enjoyable night-time environment for all.

Victims of sexual harm

We delivered new support for victims of sexual harm with independent advocacy services and doubled the resource investment to recognise the level of specialist support needed. We have continued to link services together across Wiltshire and Swindon so that local victims who need support can find help quickly, and to ensure that local support agencies work together to bridge any gaps; working in this way we developed additional support for victims of stalking and harassment.

Impact on rape conviction rates

Rape cases resulting in a completed trial only have increased from 67% in Q2 2021, when the PCC was elected, to 80% in Q4 2023, 9% points above the national rate (71%).

The average arrest rate for the 12 months to March 2024 was 32.8%, up 1.5% points on the previous 12 months.



CHILD ABUSE AND CHILD EXPLOITATION

Partnership working

We have supported multi-agency efforts to tackle child abuse and exploitation through the provision of all-age Exploitation Partnerships in Swindon and Wiltshire, which identify and address those who are most vulnerable to being exploited and abused. The partnership brings together multiple agencies, including local authorities, law enforcement, health services, and community organisations, to provide a coordinated response to exploitation.

Online safety for young people

Wiltshire and Swindon Youth Commission has incorporated online safety sessions into the workshops they have delivered for the OPCC, and as a result of these recommendations were made to inform online safety content on the "Check it Out" youth pages of the OPCC website, which now contain dedicated online safety content.

Junior Good Citizen

Each year, Wiltshire Police provide an early intervention scheme for primary school children across the county – with the PCC presenting the Commissioner's Shield to the school who embraced the challenge the most.

Junior Good Citizen has been running for more than 30 years and is delivered to in excess of 2,000 Year 6 Primary pupils across Wiltshire and Swindon each summer as a positive way to break down barriers between the police and young people.

The scheme involves a number of agencies who work with schools to educate children aged 10 and 11 to better safeguard themselves. Topics covered in the sessions included personal and online safety, road safety, weapons awareness, substance misuse and railway safety.

This year, two new topics were introduced, with Barnardo's leading a session on mental health and Swindon Borough Council leading a session on smoking and vaping.



Police responses

We have supported an uplift in our Child Internet Exploitation Team (CIET), which has been uplifted by five posts since 2022.

This team target offenders who use the internet to share indecent images of children, work with our partners in the NCA and ROCU's to target those offenders looking to meet and abuse children using the internet and looks to direct children away from putting themselves at risk.

COUNTY LINES AND SERIOUS ORGANISED CRIME AND EXPLOITATION

Co-ordinate enforcement and eliminate the threat from Serious and Organised Crime including gangs and county lines

The OPCC is supporting the Force in their efforts to improve on the identification and mapping of serious and organised crime and their continuous improvements towards



The five PCCs – from Wiltshire, Devon and Cornwall, Dorset, Gloucestershire and Avon and Somerset – agreed with their respective Chief Constables their Forces would combine operational powers to tackle cross border drugs supply, drug-related crime and associated anti-social behaviour (ASB).

This is the first time in the UK that five PCCs, and their respective Forces, have joined together to target drug-related crime by setting aside regional boundaries.

Operation Scorpion harnesses collective powers to disrupt drug crime in the south west by dismantling drugs supply networks and arresting those who profit from them ensuring that criminals are under no illusion the region is no place for drugs.

There have been seven Operation Scorpion intensification periods up to March 2024 with noteworthy results seen across the region to



better understanding of the threat and risks of groups and individuals involved. This includes supporting the Force and partners in improving the identification of vulnerable children and young people connected to criminality such as drug dealing and violence, including knife crime.

We support the violence reduction partnerships and all engaged agencies in ensuring that vulnerable people, including children who have been criminally exploited, have the best opportunity to access support and diversion opportunities. We have done this by coordinating efforts amongst partners to better understand diversion pathways, and to bolster these with increased and improved services through Serious Violence Duty funding.

Regional collaboration to disrupt illicit drug supply into the South West

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 Police and Crime Commissioners.



disrupt drugs supply into the region, targeting those committing offences and safeguarding those at risk of exploitation.

In March 2024 we partnered with Owen's World, a Swindon based charity set up following the murder of 18-year-old Owen Dunn and developed a video encouraging parents to check their children for weapons and not shy away from having the difficult conversations on knife crime. So far, this video has been viewed 8,000 times on Facebook and YouTube combined.

Supporting young people to protect them from harm caused by serious organised criminality

We have worked with partner agencies to identify and support young people deemed to be at risk of being drawn into serious and organised crime, and have established multi-agency structures to identify this risk, share information, and plan and deliver support around these vulnerable young people who are often involved in the supply and distribution of drugs, combined with violent crime.

PRIORITY THREE: Tackle crimes that matter most to local communities

ANTI-SOCIAL BEHAVIOUR



Identifying hotspots

We have been successful in a grant application to the Home Office for £1m of funding to provide visible patrolling in ten hotspot locations in Swindon and Wiltshire. This funding will see over 10,000 hours of visible foot patrols by police officers and neighbourhood wardens as well as support to tackle long-term problems in these areas through the provision of youth work, support to licensed premises and other interventions.

Developing responses – improving ASB strategies and multi-agency responses

The team have worked with partner agencies

through the Community Safety Partnerships in Swindon and Wiltshire to continue to improve the coordinated response to incidents of anti-social behaviour across the Force area. In FY23-24 this included the rollout of the ASB toolkit to both Community Safety Partnerships and the publication of the **Community Remedy for Wiltshire and Swindon**. The Community Remedy is a list of potential consequences that first time and low-level offenders may face and is used as an opportunity for early intervention and diversion when dealing with an adult or child offender who has accepted responsibility



CASE STUDY: Swindon's Sister's Alliance

The group was formed by Emma King after she lost her sister Julie in 2005 to domestic violence.

With the help of a small team and board members, they support the people of Swindon and surrounding areas who have been impacted by domestic abuse, suicide, murder and other trauma by signposting and creating awareness to support parents, children and extended family members.

They offer volunteering and learning skills within their shops to create friendships and the opportunity to be around others with lived experiences, as well as arranging day trips and holidays to Julie's Haven, a six-birth Holiday home in Brean, Somerset to enable individuals and families time away from their home to rebuild bonds and create positive memories.

The extra funding will be put towards continuing to offer signposting, food bank referrals, walk in support, hardship funds, practical support and a safe space to hold meetings to assist with ongoing needs around domestic violence.

CASE STUDY: The Bobby Van Trust

Hi-tech wrist bands for people living with dementia and prone to going missing were a result of a collaboration between Wiltshire Police and its partners, the Office of the Police and Crime Commissioner,

or admitted their part in anti-social behaviour, while also providing victims of anti-social behaviour with a route for swifter justice.

Road Safety

Wiltshire's residents want safer roads. Since the introduction of Making Wiltshire Safer: Police and Crime Plan 2022-25, there has been an increased focus on:

- Reducing numbers killed, or seriously injured, on our roads by improving road design, educate road users and joint enforcement action on speeding, drink and drug driving.

the Wiltshire Bobby Van, Alzheimer's Support, and Carer Support Wiltshire.

The wristbands, which were the brainchild of Avon and Somerset Police and first launched in their area in 2015, contain a micro-chip and carers or family members will load it with key information about the wearer, including their name, age, and town or village they are from as well as next of kin details like their name and phone number.



The bands can be scanned by a smart phone and the information on the chip will then be displayed on that phone. If the wearer is found by a member of the public and appears lost or vulnerable, that member of the public can scan the band and contact the noted next of kin.

- Increasing Force enforcement capability through the employment of more designated specialist enforcement officers and the better co-ordination and targeting of the Force's specialist traffic, and other deployed, units.

- Improving the co-ordination of Community Speed Watch Teams and utilise data from local areas speed indicator devices (such as AutoSpeedwatch) to inform the targeting of speeding hotspots and persistent offenders by police.

In the annual report time period, there has been a 25% reduction in those killed and

seriously injured on roads in Wiltshire and Swindon.

Responding to the key elements of road safety in education, engineering and enforcement, the PCC strengthened the co-ordination and development of multi-agency partnership working in road safety by the appointment of a dedicated post to assist the Wiltshire and Swindon Road Safety Partnership (WSRSP).

The Partnership operates at Strategic and Delivery level and members include Wiltshire Police, Wiltshire Council, Swindon Borough Council, Dorset and Wiltshire Fire and Rescue Service, National Highways, The NHS and representation from the Armed Forces.

The following is a précis of activities and outcomes:

Wiltshire Council Highways Department and WSRSP attended Area Board meetings to share highways engineering information via the



Highways Matters programme, and to listen to and address local road safety concerns. Wiltshire Council, Swindon Council and National Highways continue improving road safety with road design and engineering solutions.

National and local educational campaigns continue to be supported by WSRSP addressing the "Fatal 5" causation factors; Speeding, The Wearing of Seatbelts, Drink and Drugs, Driver Distraction and Careless Driving. The causes of collisions which involve fatalities and serious injuries in Wiltshire and Swindon are investigated by the Serious Collision Investigation Team and the Forensic Collision Investigation Unit. The outcome intelligence informs prevention activities, whilst separate local and emerging trends are also identified, and addressed.

Wiltshire Council educational activities include attending multi agency engagement events; car child seat safety check events, the training of school children on cycle safety, primary school children trained in a Walk safe

programme and in scootability courses, driver plus assessments are provided for older drivers and subsidised pass plus courses for younger drivers. There is on-going multi agency regional work regarding rural road safety and agricultural vehicles and the use of innovative 360-degree virtual reality headsets for both younger and older drivers. Swindon Borough council are also active with school's education programmes and cycle safety.

Dorset and Wiltshire Fire and Rescue Service assist in WSRSP multi-agency educational events and campaigns. They've delivered the Safe Drive Stay Alive young driver educational programme to over 6,000 students and worked with the military to present a similar Survive the Drive programme to over 5,000 military personnel in the County.

Community Speed Watch Teams make a significant difference to road safety, demonstrating the value of community involvement and rewarding the commitment of those volunteers who give up their time for the benefit of others. Between January 2023 and April 2024 there were over 4,000 watches carried out resulting in over 30,000 letters sent out. A fantastic community response to road safety, well supported by Wiltshire Police with training, co-ordination, and administration. Recent analysis suggests that CSW is having a significant effect in that on average they are now resulting in a 40% drop in the requirement for letters to be set out, reflecting a change in speed related driving behaviour. The data from Community Speed watch and approved Speed Indicator Devices is analysed by Wiltshire Police and is used to inform better data led subsequent target enforcement activity. Devices such as AutoSpeedwatch are

in use and managed by some parish councils, although are not currently supported by Wiltshire Police who are keeping the process under review.

The PCC has supported the enforcement support to CSW and increased the Wiltshire Police enforcement capability through the employment of more designated specialist enforcement officers by funding three Community Speed Enforcement Officer (CSEO) posts.

Between January 2023 and the end of April 2024 the CSEO's have been deployed to 851 locations resulting in 10,667 drivers undertaking speed awareness courses, 1,450 drivers receiving fines and points, and 144 drivers required to attend court. Police Road Safety Unit received High Sheriff's Award in recognition of the units' work targeting driving offences and speeders.

Specialist traffic police, (the Roads Policing Unit and Specials Road Safety Unit), have had an additional five officers added and their enforcement activity between January 2023





and April 2024, resulted in a total of 7,923 tickets being issued to motorists for numerous road related offences.

A successful and rewarding period, but there is still much to be done. Road Safety is important to our communities and partnership working through the WSRSP continues to identify and respond locally, regionally, and nationally.

Rural Crime and Heritage Crime

Organised Crime Groups (OCGs) who are at the forefront of crimes such as burglary, theft of farm vehicles and equipment, poaching and hare coursing. It is a regional, co-ordinated, campaign led by the south west's Police and Crime Commissioners.

The aim is to provide an intelligence-rich picture of the level of criminality enabling all South West forces to better disrupt and apprehend those responsible, making Wiltshire safer for rural residents.

2024-25 has already seen the benefits of this approach. As part of a south west region

month of action, Wiltshire Police with colleagues from Dorset Police, Wiltshire Council Enforcement Team and The Environment Agency, undertook a proactive operation targeting unlicensed Waste Carrying, Disposal and Fly Tipping.

Commitments made in the P&CP include:

- Double the officers in the rural crime unit
- As part of the south west rural crime survey, we placed engagement stands at NFU events across the county at their pre-harvest health and safety day in Berwick Bassett, their rural crime day in Broad Chalke and at their Swindon branch meeting. We also placed stands at the Salisbury livestock market, joined the Chippenham Neighbourhood Policing Team at their event in Burton and held our engagement events in Pewsey, Chippenham and Corsham.
- With police colleagues we have run a number of communications campaigns to raise awareness of fraud and scams, in particular targeted at key times such as Christmas. The OPCC has provided fraud training to community groups and Wiltshire Police's Digital Fraud team provide training, advice and guidance to raise awareness of cybercrime.

Responses to hate crime – performance

We have demonstrated significant advances in tackling hate crime. Hate crimes have fallen by 9%, and the percentage of hate crime cases which saw Further Action Taken (FAT) in March 2024 was 21.6%. In August 2022 this rate was 7.9%.

CASE STUDY: SMASH

The PCC visit youth club sessions supported by SMASH after the group was recently awarded funding through the PCC's Community Action Fund, as well as receiving a grant of £497,000 after a successful bid from the OPCC to the latest round of the Home Office's Safer Streets Fund.

The organisation runs several strands of mentoring programmes to build resilience, motivation, and self-confidence, develop skills to enter into education, training, or employment, and promote wellbeing in a holistic space.

SMASH has used the extra funding to contribute towards a new detached youth work project that will take their mentoring expertise onto the streets, creating safe activities and giving them safe adults to engage with, build relationships with, as well as offer help, support and signposting.



CASE STUDY: Chippenham Community Hub

The Chippenham Community Hub which runs a drop-in information service to help local people avoid online scams with the support of DC Rachel Davies, Wiltshire Police's Fraud Prevention Officer.

The hub received £3,000 from the PCC's Community Action Fund to contribute towards running costs including staff and buildings, as well as publicity costs for developing increased support for people at risk of becoming a victim of fraud.

As technology advances there are unfortunately more opportunities for scammers to commit fraud, whether that be through online banking, phishing emails or fake social media advertisements, to name just a few.

That's why it's so important that we work with partners to ensure there are preventative measures in place, such as the drop-in sessions at Chippenham Community Hub to increase public and business awareness of how to stay safe online to prevent fraud and scams.

PL Kicks

We funded 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 create opportunities for young people who are at risk of anti-social behaviour, youth violence and/or from high-need areas to regularly engage in football, sport, mentoring and personal development opportunities.

Safer Streets fund

In July 2023 the Home Office announced the details of the fifth round of Safer Streets funding to tackle violence against women and girls, anti-social behaviour and neighbourhood crime.



The lead agency for this round of funding was Police & Crime Commissioners and in Wiltshire and Swindon the portfolio team worked at pace with key partners to develop a series of 12 proposals to commence delivery once funding from the Home Office was confirmed. This was received in late October 2023 but subsequent changes to the available funding was made in December by the Home Office, as part of a wider announcement on police funding. As a result, Wiltshire OPCC received £0.463m

for FY23-24 and £0.355m for FY24-25 (a reduction from the original sum of £0.535m originally confirmed for FY24-25). The portfolio team completed the recruitment of a Safer Streets Programme Coordinator who has worked at pace with providers to mobilise and launch the 12 projects to ensure delivery of outcomes within the required timescales.

These programmes include:

- **Detached youth work and mentoring schemes to support young people and divert them from criminality.** Initial referrals from the Neighbourhood Policing Teams and Youth Offending Team have been made regarding those at risk of being drawn into criminality. These high-risk individuals have successfully engaged with the mentoring schemes, highlighting the benefits of partnership

CASE STUDY: The Amber Foundation

The charity provides young people in crisis with a temporary home and a tailored programme of support around four main areas of focus: employability, independent living, health and wellbeing and positively engaging with communities.

Analysis of referral data showed that 80% of young people who use the service have a recent history of drug and/or alcohol abuse.

The funding specifically contributed towards a Team Leader who will deliver Amber's holistic and tailored programme of support. They are pivotal to the success of the group and act as a confidante, guide, counsellor and teacher, working hard with each young person to help them re-build their shattered lives.

During his visit, Mr Wilkinson met Jake who referred himself to The Amber Foundation

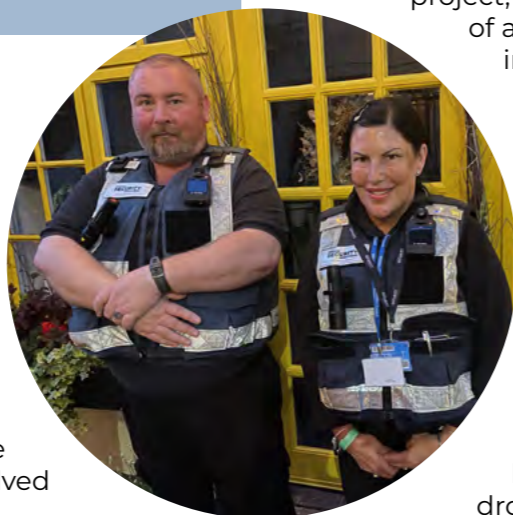


after dropping out of school at age 17, before finding himself homeless and turning to drugs and alcohol.

While staying at Amber, Jake took part in various workshops to develop his skills and build confidence before completing a higher education access course. He has now started studying Anthropology at Bristol University and house shares locally.

in Youth Justice. This partnership has resulted in some specific mentoring of young people of most concern to officers in the town as part of the Safer Streets project.

- **Street wardens patrolling at weekends to offer assurance to users of the night-time economy and support existing agencies.** Schemes in both Salisbury and Trowbridge continue to develop and offer support to existing agencies, business and individuals in the night time economy. The active engagement and early intervention have helped prevent escalation, protected vulnerable women and girls and will increase feelings of safety by providing a visible guardian presence in both locations. In the first 3 months of activity in Salisbury the wardens intervened in 40 individual criminal or serious incidents. The scheme in Trowbridge is supported by local agencies and business owners. Further investment opportunities in the night time economy have been generated by the Safer Streets project, including initial discussions of a Pubwatch group, and integrated communication across the town through a new radio system.



- **Strengthening neighbourhoods by offering home security to vulnerable residents and increased reporting of crime.** The Bobby Van Trust is actively providing free home security to residents in identified burglary hotspots. Leaflet drops in hotspot areas with high

- In quarter 4 of 2023/24 Youth Workers have had 1,204 interactions with young people across Swindon and Wiltshire from 85 sessions of detached youth work, supported the force with Operation Scorpion, a piece of work designed to offer support to young people at risk of becoming involved

- Detached Youth Work has been established in Swindon, Chippenham and Salisbury with regular activity generating trusting and supportive relationships, signposting to support services and the promotion of positive choices for young people.

numbers of elderly residents will generate referrals, whilst links to neighbourhood policing teams have also been established to help identify vulnerable residents. The creation of three Crimestopper zones in Swindon has so far contributed to a 13% increase in reporting for the first four weeks, and a 31% increase in the second four-week period across the county.

- **Investment in CCTV to provide extra coverage and further reassurance to residents and visitors to Wiltshire.** New CCTV cameras in Chippenham have already contributed to the identification of a GBH suspect and the identification of a high-risk



CASE STUDY: Devizes Opendoors

The charity runs regular drop-in sessions where they provide hot, home cooked meals for rough sleepers, those sleeping in sheds, vans and old boats, sofa surfers and those

missing person. The upgrade to 6G provides sustainability and a foundation for future improvements. The Salisbury cameras are part of a complete system overhaul and will be fully integrated and providing high quality images in ASB hot spot locations.

Community Action Fund

The Office of the Police and Crime Commissioner (OPCC) offers grants of up to £5,000 to local organisations and charities as a way of giving back to the community.

Every year the Police and Crime Commissioner's Community Action Fund is delivered in partnership with Wiltshire Community

with their own homes but with issues that can make their tenancies vulnerable.

As well as the food and drink, Devizes Opendoors also offer guests the chance to shower, wash their clothes and collect free winter coats and toiletries. They can also access the internet using a shared computer and can be referred by staff and volunteers to other support services such as FearFree and Turning Point.

A total of 90% of guests that attend Devizes Opendoors are dealing with substance abuse and 30% are already on probation.

The extra funding will be put towards the introduction of a case management software and data system that enables small charities to work alongside guests to refer them into the appropriate support services and agencies.

Foundation and supports voluntary groups to deliver activities in line with priorities set out in PCC Philip Wilkinson's #MakingWiltshireSafer Police and Crime Plan 2022-25.

This year, the application process itself has been redesigned to make grants even more accessible for smaller groups, as well as there being 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.

Organisations and charities funded this year include:

- Wiltshire County Football Association
- Motoyouth
- Developing Health & Independence
- Waste Not Want Not
- Seeds4Success
- Splash – Community First
- Chippenham Community Hub
- West Lavington Youth Club
- Devizes Opendoors
- The Amber Foundation
- Salsbury Women's Refuge
- SMASH
- Wiltshire Bobby Van Trust
- RISE Trust
- Willows Counselling
- Be a Better You
- Relate Dorset and South Wiltshire
- 4 Youth
- Swindon Sister's Alliance CIC
- Prime Theatre
- Doorway Wiltshire

PRIORITY FOUR: Improve the experience of victims and deliver justice



VICTIM CARE AND SUPPORT

Our victim satisfaction survey results are stable, with 74.2% of victims satisfied with the response they have had from the police.

Police responses to the public

Wiltshire Police have focused on identifying great, harm and risk in the calls we receive by:

- Improving the question sets and templates our call handlers use.



- Rolling out additional vulnerability training for call handlers.
- Using the Quality Assurance team to provide immediate feedback to supervisors, who facilitate direct feedback to call handlers on their next shift.
- Introducing a new supervisory framework to ensure performance related objectives are set, regular meetings are held, and any operators requiring additional supervision are placed on performance improvement plans.
- Ensuring all call logs are reviewed and closed by supervisors ensuring they contain a meaningful threat, harm and risk assessment.

This has led to improvements in 8 out of 10 risk assessment areas; an increase in vulnerability assessments of nearly 25% since June 2023, an increase of 8.8% in repeat victim checks and significant improvement (from 66.9% to 87.9% in crime prevention assessment compliance.



Horizon

Horizon Victim and Witness Care, funded by the OPCC, plays a central role by providing assistance to all victims. In 2023-24, Horizon supported 23,898 victims following an investment of over half a million pounds by the OPCC. This year, I've been instrumental in developing and expanding a new advocate role.



This role focuses on offering additional support and guidance to victims who are especially vulnerable.

The Restorative Together service continues to deliver important opportunities for victims who have been harmed to access restorative practice locally. We continue to fund this service in our Horizon Victim and Witness Care Hub and are grateful for the steadfast contribution of our team of skilled and experienced volunteers.

Investment in Victim's Services

The OPCC is continuing its commitment to invest in victim's services after awarding two charities contracts to provide dedicated support to adult and child victims of crime.

The funding from the OPCC will enable independent charity Victim Support to provide free, confidential, and tailored support to adult victims of crime, with youth service Splash also being commissioned to provide support services for child victims - regardless of whether the crime has been reported to the police.

Victim Support will provide adults with specialist help to cope and recover in the aftermath of a crime, develop coping strategies, and build resilience to move beyond what has happened. This involves personal contact with a specially trained professional, who will carry out a needs assessment and develop a tailored support plan.

The support will be trauma informed and will focus on emotional and practical support, wellbeing, providing advocacy, help, and ensuring victims feel better informed around ways in which they can feel safer following the incident. Support navigating the criminal justice system will also be offered to victims wishing to report a crime to the police.

Splash, part of Wiltshire-based charity Community First, will use the funding to enable youth workers to support young victims of crime by creating a wellbeing plan and providing individual and group support to build resilience moving forward.

The wide range of group-based peer support and personal developmental activities will focus on enhancing self-esteem and confidence,



promoting wellbeing, and increasing support networks knowledge and skills.

MENTAL HEALTH

We have supported Wiltshire Police with delivery of phase one of the 'Right Care, Right Person' initiative to improve the multi-agency management of mental health demand. This ensures that there's a focus on ensuring vulnerable individuals, like those experiencing mental health issues, receive the most appropriate care from the best-equipped professionals.

We developed and hosted the first Neurodiversity in Criminal Justice (CJ) Partnership Forum in Wiltshire, which took place in March 2024, bringing together CJ partners to explore best practice, share ideas, break down barriers and encourage a consistent approach to working with neurodivergence across the CJS, taking both victims and offenders into consideration.

VICTIMS AND WITNESSES SERVICE DIGITAL HUB AND CAMPAIGN

We have established a fully accessible digital hub on our website to provide victims and witnesses of crimes with essential information about support services.

Our **Victim and Witness Services Hub** addresses a range of crimes, including stalking, domestic abuse, sexual violence, crimes against children and young victims, support for victims over 18, and fraud. It also directs users to Horizon Victim and Witness Care, funded by the PCC, and offers guidance on reporting crimes to the police and understanding victims' rights.

This initiative included a comprehensive communications campaign, utilising both offline and online marketing strategies. This campaign featured organic and paid social

media activities, printed materials distributed to over 200 community hubs and other high-traffic locations in Wiltshire and Swindon, and representation at community engagement events throughout the summer and autumn.

The campaign's content reached over 600,000 people on social media. Additionally, the online hub is prominently featured as the second listing on Search Engine Results Pages (SERP) for the keywords 'Victims Wiltshire' or 'Victims Swindon.' The web hub is regularly updated with current support information and has been integrated into other significant campaigns, such as the recent Stalking Awareness campaign.

THE CRIMINAL JUSTICE SYSTEM

We have seen an improvement in criminal justice outcomes over the course of the Police and Crime Plan this year.

Average days from Charge to completion at Crown court – All cases

- ➔ Charge to completion: Q2 2021 = 253 days and Q4 2023 = 241 days
- ➔ Charge to arrival: Q2 2021 = 90 days and Q4 2023 = 44 days
- ➔ Cases stopped after a defendant has been charged because a victim no longer supports the prosecution have decreased from 11% in Q2 2021, when the PCC was elected, to 9% in Q4 2023; the national figure is 15%. The annual average for 2023 was 8.5%, which is the lowest annual average rate since 2015.

A dedicated Victim and Witness Care service for victims of crime
01225 256 925

SUPPORT FOR ALL VICTIMS OF CRIME

YOU DON'T NEED TO REPORT, TO GET SUPPORT

Supported by the Wiltshire and Swindon Police and Crime Commissioner through funding
www.wiltshire-pcc.gov.uk/victim-and-witness-hub

Wiltshire and Swindon **pcc**

- ➔ The number of suspects authorised to be charged by the CPS have increased from 329 in Q2 2021, when the PCC was elected, to 364 in Q4 2023.
- ➔ The Guilty plea rate for serious cases at the magistrates' court have increased from 44% in Q2 2021, when the PCC was elected, to 69% in Q4 2023. This is the highest rate since 2015 (Q2 2015 = 58%)

REDUCE RE-OFFENDING

The proportion of adult offenders in Wiltshire who reoffend has **decreased** from 24.6% April 2018 – March 2019, to 21.1% in April 2021 – March 2022.

The proportion of adult offenders in Swindon who reoffend has **decreased** from 31.1% April 2018 – March 2019, to 28.8% in April 2021 – March 2022.

The proportion of young offenders in Wiltshire who reoffend has **decreased** from 42.8% April 2018 – March 2019, to 32.5% in April 2021 – March 2022.

The proportion of young offenders in Swindon who reoffend has **decreased** from 47.8% April 2018 – March 2019, to 37.5% in April 2021 – March 2022.

The volume of adult first-time entrants into the CJS has **decreased** from 1123 in 2020 to 1056 in 2022.

The volume of adult first-time entrants into the CJS has **decreased** from 99 in 2020 to 75 in 2022.

Integrated Offender Management

The Integrated Offender Management (IOM) programme provides a holistic multi-agency approach to managing reoffending in communities. IOM engage with persistent offenders to provide them with supported opportunities where they can make positive changes in their lives to reduce the risk of them reoffending. The programme also provides safer tangible outcomes for communities as IOM has a focus on managing

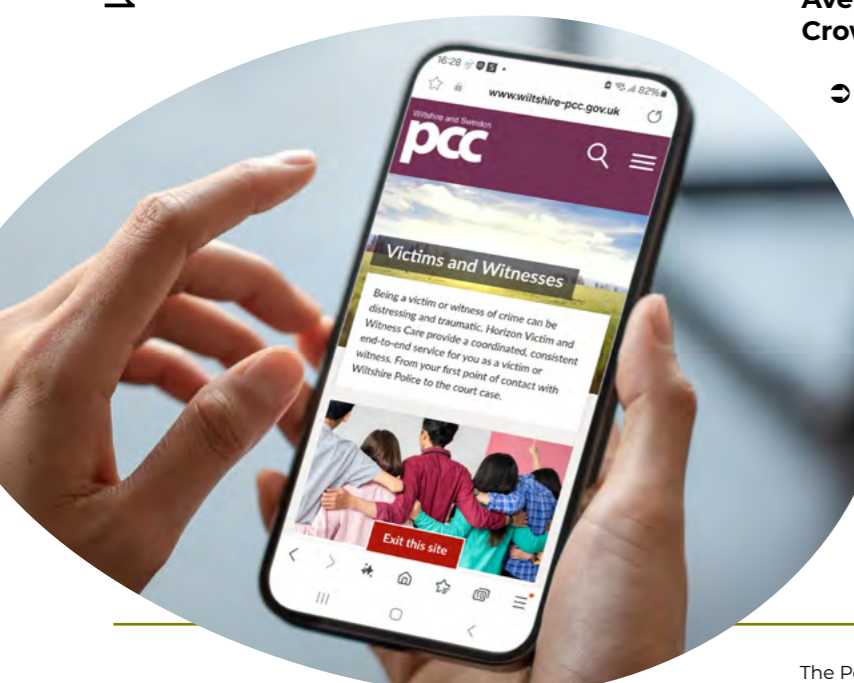
offenders whose crimes could cause harm locally.

In addition to the above, the OPCC and Probation co-commission behaviour change programmes for domestic abuse perpetrators within the IOM programme. The programmes are delivered by Swindon Domestic Abuse Support Services and FearFree. This commissioning aligns to Priorities 2 and 4 of the P&CP by supporting the agenda to reduce violence and domestic abuse and reduce reoffending.

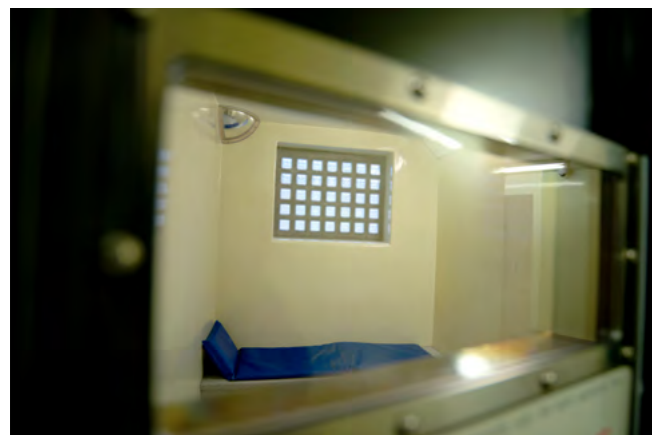
Offender Health

We have mobilised new alcohol and substance misuse treatment services across Wiltshire

(Connect) and Swindon (CGL) in April 2023. We co-commission these services to be delivered across the Wiltshire Police footprint and



Cohort	DURING IOM			AFTER IOM	
	Offenders	Total cost of crime £	Total number of offences	Total cost of crime £	Total number of offences
IOM - Fixed priority (national)	52	535,596	267	25,458	13
IOM - Flex (national)	42	812,471	373	14,346	15
IOM - Free (national)	22	183,173	71	99,003	20



completed work to develop effective pathways between CJS and partner – police (custody and OoCRs) courts and HMPPS.

We developed and hosted the first Military in Justice event which took place in July 2023, bringing together local military units and CJ partners. We have developed a delivery plan to support the military in justice agenda ensuring engagement with between CJ partners, commissioned service and RMPs and military units.

We achieved Code Compliance for our Independent Custody Visitor Scheme, reviewing the handbook, guidance, training and volunteer engagement. The Independent Custody Visitor Scheme sees trained volunteers from the local community make regular unannounced visits to police custody suites to check on the rights, entitlements, wellbeing and dignity of the detainees held there.

We have continued to provide support and oversight of the Youth Justice System teams in Swindon and Wiltshire by being a funding partner and having a seat on the Boards.

Swindon Youth Justice Service (YJS) has received an overall rating of 'Outstanding' following an inspection by HM Inspectorate of Probation with the results published in January 2023.

Inspectors were particularly impressed with the innovative ways in which Swindon YJS works, not least their ability to empower children under their supervision by way of including them in decision making. By getting feedback from children and their parents or carers, the service can work out what works best, and tailor what each child needs. This is in an effort to reduce the likelihood of reoffending and protect the public, and it is working.

The report also notes that



the service works exceptionally well with its partners. In practice, this means that children aren't inhibited by the structural barriers between separate services, such as children's social care, to get the help they need, and all partners are passionate about maintaining this successful line of communication.

The fieldwork for the Wiltshire Youth Justice Service inspection took place in Feb 2024 with the report becoming available on the HM Inspectorate of Probation website on 14 May 2024.



Your voice in policing

Listening to residents to ensure the PCC is faithfully replicating the people's voice in the policing service being received is a core component of the PCC's role.

The experiences and feedback from residents and communities is vital in helping the PCC scrutinise and challenge Wiltshire Police Chief Constable Catherine Roper, and her leadership team, on the police service our communities want, need and deserve.

Public engagement

Between April 2023 and March 2024 either I, or a member of my office attended...

16 Area boards

12 Parish Council meetings

More than 2,000 residents were spoken to face-to-face at public consultations

59 Public consultations

57 Public engagements

To help with this, the PCC gathers information from our communities by directly visiting them and listening at local Area Board Meetings. During this Annual Report timeframe (Apr 23-Mar 24), the PCC has been at 16 Area Boards across the county and was also present at nine parish, town and city council meetings alongside providing regular updates to all unitary, town and parish councillors on a monthly and quarterly basis.

Alongside this, the PCC holds regular meetings and provides updates to Leaders from Wiltshire Council and Swindon Borough Council, meets with all local Members of Parliament every four months and meets with local organisations, charities, people who work in our communities with a direct link to policing or safety of our communities.

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

Digital engagement

April 2023 - March 2024

1,121

Social media posts

776k

Impressions
(number of times it is displayed in feed)

408k

People reached

5.6%

Engagement rate

1.8M

Page and profiles reached

*Website page visited from Apr 1 2023 until Sep 23: 8.2K
Page tracking disabled until Mar 2024 by provider

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 the PCC represents views of communities within policing. The PCC and the Office has been out at 59 public consultation sessions across Wiltshire and Swindon.

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 April 2023 and March 2024, we have published 1,121 posts, delivered 776k impressions (the number of times it was displayed in a content feed), to 408k users, with a 5.6% engagement rate. We consistently benchmark our engagement rates against industry standards for local government. We have reached 1.8M Profiles and Pages with our information about the OPCC and the PCC's role in Making Wiltshire Safer.

Financial breakdown

Summary of Financial Performance

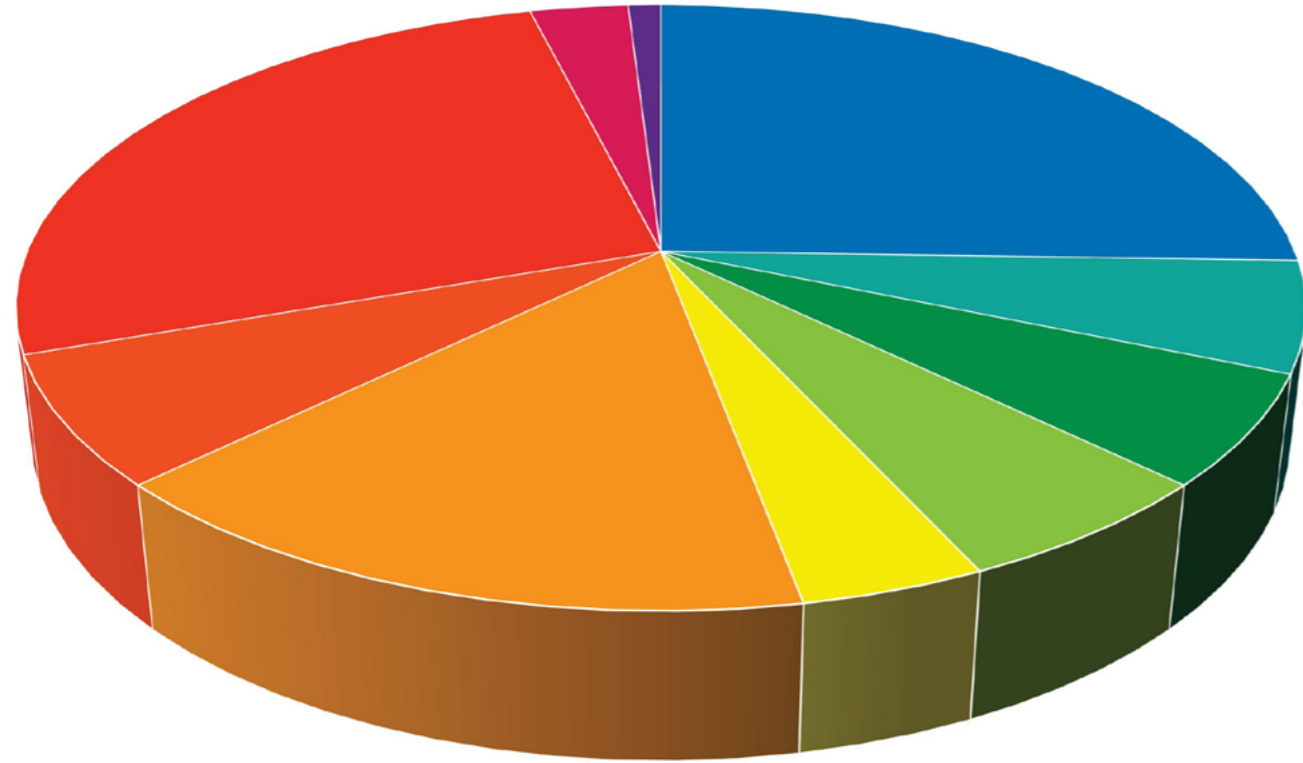
My Policing and office budget is as follows

	2023/24	2024/25
	ACTUAL £m	BUDGET £m
OPCC office costs and external funding	6.813	7.38
Corporate services allocation	34.825	36.830
Chief Constable allocation	107.131	109.642
Cost of service	148.769	153.852

Financed by		
Police grant	73.393	74.910
Legacy council tax grants	5.235	5.235
Revenue reserve	0.000	0.258
Precept	70.141	73.449
Total income	148.769	153.852



Actual spend



- Local policing: **26%** (26% 22/23)
- Criminal justice arrangements: **6%** (6% 22/23)
- Intelligence: **4%** (4% 22/23)
- Public protection: **7%** (6% 22/23)
- Support including ACPO: **27%** (25% 22/23)
- Central costs including reserves/capital: **-1%** (2% 22/23)
- Dealing with the public: **6%** (6% 22/23)
- Specialist operations: **6%** (6% 22/23)
- Investigations: **16%** (15% 22/23)
- National policing: **0%** (0% 22/23)
- PCC including commissioning: **3%** (4% 22/23)



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Wiltshire Police and Crime Panel Forward Work Plan – September 2024

<p>Thursday 14 November 2024, 10:30am</p>	<p>Committee Room 6 Swindon BC Offices</p>	<ul style="list-style-type: none"> • PCC Update • Chief Constable Update • Police and Crime Plan 2024/29 final draft • Reducing reoffending • Communications
<p>Thursday 16 January 2025, 10:30am</p>	<p>Kennet Room, County Hall, Bythesea Road, Trowbridge</p>	<ul style="list-style-type: none"> • PCC Budget 2025/26 and Mid Term Financial Strategy • Communications

Wednesday 5 February 2025, 10:30am	Council Chamber, Monkton Park, Chippenham	<ul style="list-style-type: none"> • PCC's Precept Proposal 2025/26 • Communications
Wednesday 26 March 2025, 10:30am	Venue TBC	<ul style="list-style-type: none"> • PCC Update • Quarterly Plan Delivery Update • Neighbourhood Harm Reduction • Communications

