

WILTSHIRE POLICE

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STRATEGIC PLAN

2024-2027



POLICE

Introduction from Wiltshire Police Chief Constable, Catherine Roper



I am pleased to be able to share with you the Wiltshire Police Strategic Plan 2024/27.

This three-year plan is our roadmap which outlines how we are going

to improve the service our communities receive.

It articulates our strategic priorities which ensure we continue to deliver against the Police and Crime Plan 2022-2025 and supports our improvement journey through the ENGAGE process as directed by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

In addition, it has been informed by our Business Planning Process, national priorities and the National Police Chief Council's (NPCC) Vision 2030.

The plan focuses on delivery across five key areas:

- Serving our communities, keeping them safe and preventing crime
- Delivering high standards of crime investigation and service for victims
- Delivering an efficient, effective, affordable and sustainable police operating model, configured to meet demand
- To embed a culture of organisational learning and continuous improvement
- Attract, retain, develop and inspire our workforce, supported by high standards of leadership and professionalism.

Our delivery in these areas is underpinned by four key foundations – our people, our resources, our communities and our partnerships. Furthermore, these important foundations will also support our vision of being a progressive and inclusive organisation, proud to deliver a consistently professional police service, built on trust, understanding and respect.

This plan will be reviewed annually, in order to reflect the changing needs of our communities, increased demands and to take account of emerging issues and threats.

The next three years will no doubt present some significant challenges for policing – such as the changing complexity of crime, financial pressures and further impacts on public trust and confidence within the police service. Whilst no plan can mitigate all these issues, our Strategic Plan 2024/27 will mean that we are able to remain agile and can adapt to the changing needs and requirements of our communities.

I am determined that we continue to improve the service we provide and do all we can to ensure we are Keeping Wiltshire Safe.

Catherine Roper
Chief Constable, Wiltshire Police

OUR VISION: A progressive and inclusive organisation, proud to deliver a consistently professional police service, built on trust, understanding and respect

OUR MISSION: Keeping Wiltshire Safe

Delivery of the Police and Crime Plan

OUR FOUNDATIONS:

People

Resources

Partnerships

Communities

OUR STRATEGIC OBJECTIVES 2024 - 2027

Serve our communities, keep them safe and prevent crime



- Provide a consistently visible, accessible and engaged service to all our diverse communities
- Protect the most vulnerable in our communities
- Conduct effective problem solving with partners to prevent and reduce crime and anti-social behaviour (ASB) and maintain a relentless focus on tackling operational priorities
- Strengthen Neighbourhood Policing, harm reduction and enhance Citizens in Policing capability

OUTCOMES: Consistently high trust and confidence of communities in police services, reduction in crime and ASB, effective partnership collaboration.

Deliver high standards of crime investigation and service for victims



- Put victims at the centre of our service and achieve positive outcomes for them
- Train and equip our officers and staff to conduct high quality investigations
- Adopt an intelligence led, offender centric approach to tackle perpetrators and reduce reoffending
- Optimise the delivery of justice through strong Criminal Justice System partnerships

OUTCOMES: Consistently high victim satisfaction, improved outcomes.

Deliver an efficient, effective, affordable and sustainable police operating model configured to meet demand



- Strengthen and develop our technology to enhance operational effectiveness
- Use data to understand and manage demand and deliver a more productive service
- Share and coordinate with multi-agency partners to understand and manage system wide demand more effectively
- Ensure value for money and collaborate to improve efficiency, sustainability and deliver for policing

OUTCOMES: Improved management of demand, efficient and effective end to end service delivery, reduced expenditure, increased productivity.

To embed a culture of organisational learning and continuous improvement



- Apply evidence-based solutions and organisational learning to create a progressive service and an agile operating model
- Transform and professionalise Corporate Services to empower operational policing delivery
- Embed an effective performance culture that achieves outcomes for the public

OUTCOMES: Consistently low reports of dissatisfaction, strengthened corporate function.

Attract, retain, develop and inspire our workforce supported by high standards of leadership and professionalism



- Establish a strong ethical, inclusive and professional culture
- Attract, retain, nurture and value all officers and staff
- Equip our officers and staff with the right skills, development and capability to provide a professional service
- Develop effective high-quality leadership for the future at every level
- Look after the physical and psychological wellbeing and safety of our officers and staff

OUTCOMES: Increased retention, high employee satisfaction, improved leadership capability, a more representative and inclusive workforce.

ETHICAL POLICING PRINCIPLES:

Public Service

Courage

Respect & Empathy

Delivery, performance and tracking progress

How we will deliver the plan

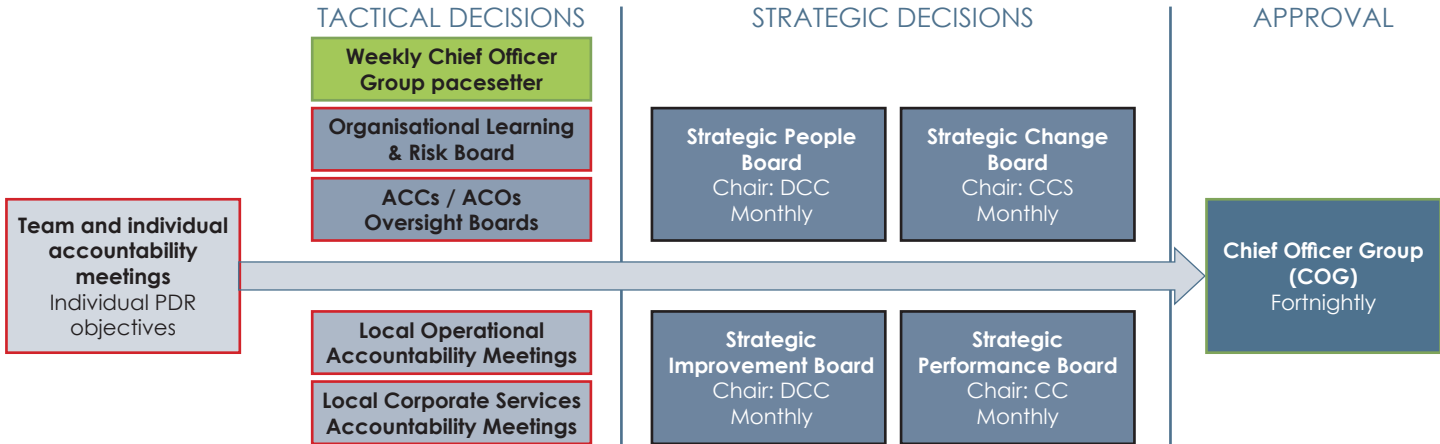
This **Strategic Plan** outlines our approach to improving the service Wiltshire Police will deliver over the next three years in line with our vision, and to ensure we achieve the objectives of the Police and Crime plan. Behind each of the five pillars of this plan sits a detailed transformation and improvement milestone delivery plan. There is a Chief Officer responsible for each area of the plan, with Senior Officers and Heads of Departments accountable for delivering activity. Each year we will define the key activities and milestones to be delivered in year with resource and budget aligned. This will be communicated to the organisation, and to our communities, through an annual iteration of a **Plan on a Page**.

As part of our Business Planning process, the Strategic Plan is reviewed annually to ensure it continues to be aligned to our vision and to respond to any emerging issues.

Governance of the plan

Activity to achieve annual milestones and deliver improvements set out in our Strategic Plan will be governed through the Wiltshire Police Performance Accountability Structure (which can be seen below). The four key strategic governance boards are supported by Local Accountability Boards, chaired by Chief Officers, and a series of operational performance and programme boards. This is also the mechanism through which we will ensure the local delivery of national strategy. His Majesty’s Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS) provide a determination of the effectiveness of the service provided by Wiltshire Police and the insight from previous reviews has informed the content of this Strategic Plan. Wiltshire Police is also held to account for delivering the objectives of the Police and Crime Plan by the Office of the Police and Crime Commissioner (OPCC) through an Executive Leadership Group meeting, chaired by the Police and Crime Commissioner.

Performance accountability structure



Performance framework

The Wiltshire Police performance scorecard is aligned to both the Police and Crime Plan and current operational priorities. Performance information is published to the organisation every month, so we understand how we are progressing. Our performance governance ensures interconnection from the strategic level, through departmental performance, through to individual officer and staff performance objectives.



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