

Making Wiltshire Safer: Police and Crime Plan 2025-2029

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Foreword - Philip Wilkinson OBE, Police and Crime Commissioner

Making Wiltshire Safer to live, work and visit continues to be the mission which I, my office and Wiltshire Police are continually working towards, while aiming to earn the trust and confidence of our residents as we go.

It is important to note - since my last Police and Crime Plan - that while the range of threats we face in Wiltshire remains wide and varied, the performance of Wiltshire Police in addressing these threats has markedly improved.

The progress I have overseen is largely due to the management reforms led by Chief Constable Catherine Roper which have empowered Wiltshire Police's many skilled officers, staff, and volunteers to achieve better outcomes. And while many improvements are already visible, there is still much work to be done. Wiltshire Police still needs further improvements, particularly in transforming the quality of investigations, supporting victims better, and providing a better overall experience for the public.

I am committed to working with the Chief Constable and the Force to ensure these further improvements are made, increasing the public's trust and confidence in our police service and making Wiltshire a safer place for all.

As we have seen recently, Wiltshire may have one of the lowest reported crime rates in the country, yet our communities, from urban centres to rural villages, are still susceptible to the same threats which impact larger urban areas and the rest of the country.

Recent years have shown us the vulnerabilities we face—from incidents like the Novichok poisonings in Salisbury to the harm caused by organised criminal networks involved in drug trafficking, consistent anti-social behaviour in our communities and tackling the epidemic of violence against women and girls.

Our response requires a collaborative effort with partners at local, regional, and national levels to stay ahead of these threats. Criminal networks are often international in scope, with their influence permeating our towns and villages through activities like drug trafficking, organised rural acquisitive crimes, heritage and retail crimes, and related anti-social behaviours.

Local issues, such as knife crime, shoplifting, and thefts from farms, are often linked to larger networks operating across the UK and beyond. To counter these threats effectively, and utilise our resources wisely, we must collaborate with other police forces and national agencies.

Our involvement in regional Operations Scorpion and Ragwort, bought together by collaboration with all south west Police and Crime Commissioners and Forces, exemplifies Wiltshire Police's commitment to combating organised drug and rural crime in collaboration with regional and national partners. The resulting disruptions to those networks and gangs regionally are really beginning to have an impact where they are needed.

Of course, not all crimes stem from organised networks - too many are self-inflicted. Many preventable accidents and fatalities on our roads result from careless behaviours such as driving under the influence, using mobile phones, not wearing seatbelts, and speeding. We must work together to help our communities understand the impact of their actions and take responsibility for their role in making Wiltshire safer.

Wiltshire Police's primary duty is to prevent and combat crime, upholding the law to protect residents. This mission requires the Office of the Police and Crime Commissioner and the Force to address both the causes and consequences of crime, often through vital partnerships.

Crime prevention, early intervention, education, victim support, restorative justice, and reoffending reduction are central priorities for my office. Working alongside Wiltshire Police, Swindon Borough Council, Wiltshire Council, towns and parishes countywide, alongside dedicated partners in the charitable sector and our commissioned services, my office aims to safeguard our community's wellbeing and protect our most vulnerable.

As Police and Crime Commissioner, I am legally responsible for holding the Chief Constable accountable for delivering a quality frontline police service that is both effective and efficient on behalf of Wiltshire's residents. Through careful scrutiny, constructive challenge, and unwavering support, I work to ensure that our police meet the high standards our communities expect and deserve.

My own considerable operational experience and core values guide my collaboration with the Chief Constable, aligning us in our commitment to make Wiltshire Safer for all. After all, our values drive our behaviour and are the foundation of our success.

My values are:

- **Serving all the people of Wiltshire without fear or favour**, an oath that I have pledged to uphold.
- **Selflessness, integrity, objectivity, accountability, openness, honesty, and leadership** - the Nolan Principles of Standards in Public Life to which I am fully committed.
- **Candour**, meaning we must always speak the truth and avoid defensiveness or evasion.
- **Courage, public service, respect, tolerance, and unity**—values I have embraced throughout my career.

I am dedicated to working with the Chief Constable to embed these shared values within the police service, fostering a culture of high performance and public confidence.

Together, we will make Wiltshire a safer place to live, work, and visit.

Context, threats, harms, and community concerns in Wiltshire

Context

<Infographic to be inserted here to illustrate the nature and scale of the demand and the police service in Wiltshire>

Threats and harm

The first step in developing my Police and Crime Plan was to clearly identify the criminal threats facing our communities. This process involved gathering feedback from residents and balancing this with professional assessments from the police and other safety partners.

The key threats identified in consultation with our communities included youth violence and gang culture, exploitative drug networks, serious and organised crime, violence against women and girls, child abuse and sexual exploitation, and modern slavery.

These key threats are also reflected in the Police Strategic Needs Assessment and the Community Safety Partnerships assessments, which use data to assess how likely they are to occur and the severity of the harm they cause. Harm can take many forms, including physical harm, property damage, financial loss, psychological impact, or the potential for serious personal harm. Understanding the individuals and groups behind these crimes is crucial to tackling them effectively.

These threats can come from serious organised crime groups and gangs, particularly those controlling drug networks. These groups contribute to gang violence, youth crime, and rural theft, such as stealing valuable farm equipment. Their main motivation is financial gain, with little concern for the damage they cause to our communities.

So, in addition to addressing violence against women and girls, and child abuse, Wiltshire Police faces the ongoing challenge of disrupting and dismantling the organised crime networks causing the most harm across a range of criminal activities.

Having identified the main threats, I also looked at types of crime occurring in Wiltshire. The most frequently types of crime occurring are violent crime, anti-social behaviour, criminal damage, shoplifting, and public order offences.

Community concerns

To ensure my Plan was informed by public concerns at a community level, as well as the strategic threat assessment, through my Use Your Voice survey, I found that the public in Wiltshire:

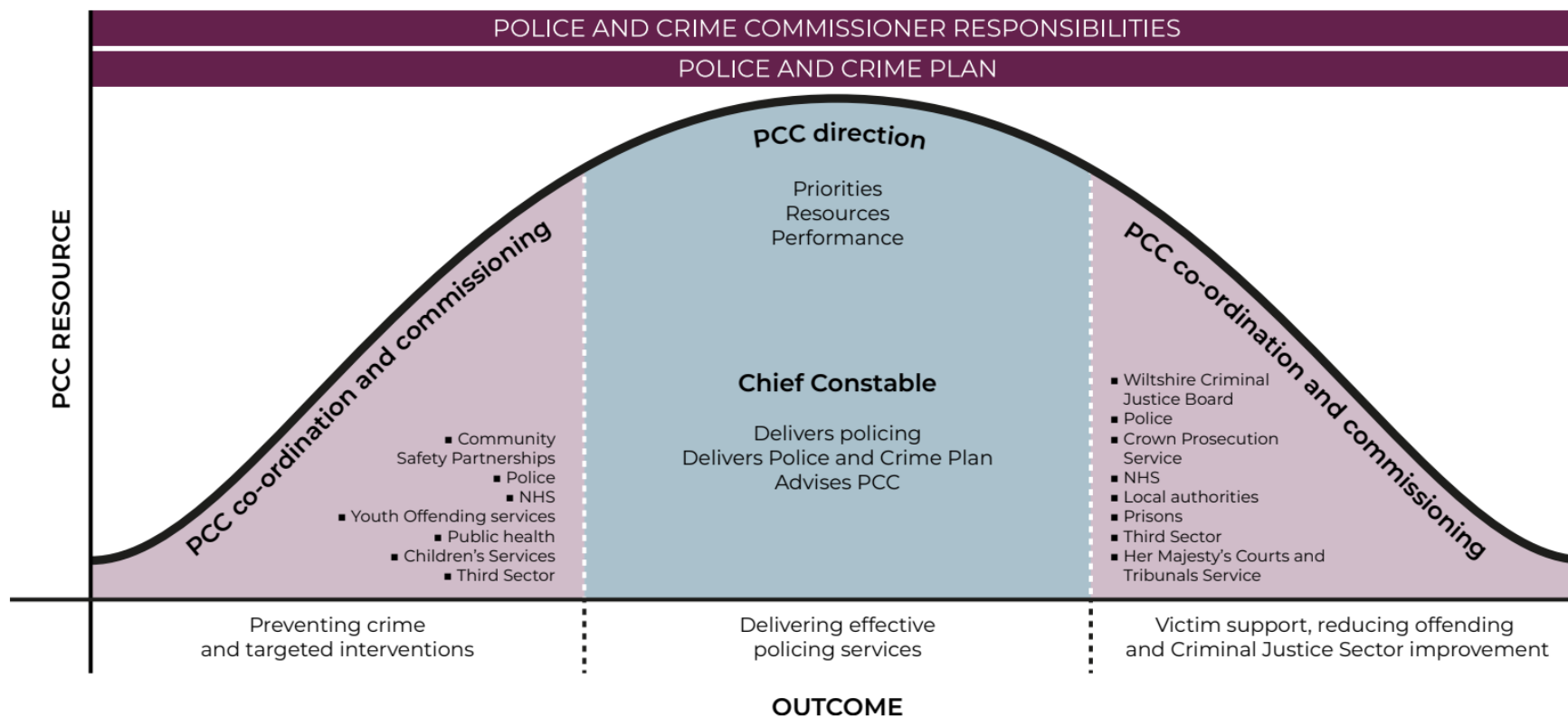
- Identified the main concerns in their local area as anti-social behaviour, drug use and dealing, speeding and road traffic offences, fly tipping and environmental crime, and knife crime and other serious violence.
- Wanted funding directed to knife crime and serious violence, drug dealing, more visible policing, and anti-social behaviour.
- Felt anti-social behaviour has worsened in the past two years. This perception is stronger in Swindon than Wiltshire.
- Had concerns about safety that varied. Most people feeling safe during the day, but just over a third felt safe at night. Swindon residents report feeling less safe than those in Wiltshire.
- Had a mixed perception of Wiltshire Police's effectiveness in investigating crimes. Just over a third rated them as adequate but just under a third felt improvement is needed. Swindon respondents were more critical with nearly 1 in 5 respondents rating the police as inadequate.
- Remained cautious in their trust in the police. One third expressing neutral confidence in Wiltshire Police's ability to keep them safe, while just under one third were more confident.
- Reported their incidents to the police when a victim of crime (over two thirds). However, satisfaction with the police response is low, with over half expressing dissatisfaction, and the dissatisfaction being more pronounced in Swindon. Respondents who chose not to report a crime cited the belief that nothing would be done as a barrier.
- Feel inadequately informed about crime and public safety issues, with just over one third of respondents indicating they do not receive sufficient updates from the police; and social media was identified as the preferred channel for receiving information.

The measurement of threat, harm, and community concern is the risk management tool that drives the resource allocation in this Plan. It is vital to me that the police service in Wiltshire tackle these threats, types of crime, and listen to community concerns as it is only by addressing all three, will we make Wiltshire safer by reducing crime and increasing public feelings of safety.

Our strategic response

When responding to the threats and harms in Wiltshire we must ensure all criminal activities across the criminal justice sector are tackled with a multi-agency approach that starts with preventative actions and finishes with restorative justice and rehabilitation as per the diagram below.

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



Resources are allocated to prevent and tackle criminal activity and reduce its reoccurrence across the spectrum of the criminal justice sector. With so many communities, government partners, non-government and charitable organisations, and other stakeholders operating in this space, the risk is that roles are unclear, overlap and duplication is created, and resources are not used as well as they could, and should, be.

In this context, my increasing authority to convene partners and to enhance collaboration and co-operation will help ensure the best use is made of our scarce resources in Wiltshire.

I believe expanding our collaborative arrangements at regional and national levels will help us succeed, as much of the threat and harm that we face is universal e.g. domestic abuse, or national and regional, e.g. county lines and rural acquisitive crime, by organised crime gangs.

Therefore, I will ensure that my office and Wiltshire Police continue to explore ever more opportunities to engage widely in collaborative and sharing arrangements that improve the efficiency and effectiveness of Wiltshire Police and help make Wiltshire safer.

To reinforce and support my goal of making Wiltshire safer, I currently hold the Chair of the South West Strategic Board and I am on the national strategic board of the National Police Air Service and National Rural Crime Network.

I have also ensured that Wiltshire is instrumental in successful regional and national collaborations such as:

- Operation Scorpion: a regional operational collaboration to tackle county lines in the south west.
- Operation Ragwort: an intelligence, data, and evidence-led regional collaboration to tackle the organised crime gangs engaged in rural acquisitive and heritage crime in our more rural communities.
- Operation Soteria: a national collaboration to tackle Domestic Abuse and Violence Against Women and Girls.

I will also work closely with the Chief Constable to seek economies of scale, efficiencies, and cost savings by exploring opportunities for further regional and national collaboration in the provision of our essential support services.

Our approach to law enforcement needs to be capable of responding well at the appropriate level and escalating as required, including:

- From first contact by the public through our communications centre, neighbourhood teams, or the rural crime team
- To the engagement of area response teams and detectives who respond to crimes as they happen
- To specialist teams trained to deal with serious crimes, such as the teams for roads, dogs, drones, cyber, and armed response

When necessary, tackling serious crime requires a whole force response of increasing levels of reinforcement to all crime types. Doing so means we are best placed to respond to the many and varied threats and harms that we face and keep Wiltshire safe.

My priorities

I believe we will succeed in making Wiltshire safer by the police service, partners, and the public sharing a sustained focus on what matters most. This will enable us all to respond well to the many and complex demands and challenges that we face with limited funding. By focusing on my four priorities, we will build on the success of the past three years, meet challenges that require a longer-term response, and align the combined efforts of the Force, partners, and the public to deliver for Wiltshire.

My four priorities in the Police and Crime Plan for 2025-2029 address critical aspects of community safety and justice for Wiltshire and aim to enhance public trust, reduce crime, and ensure the needs of victims and communities are met effectively. My four priorities are:

- A Police Service that Meets the Needs of its Communities
- Reduce Violence and Serious Harm
- Tackle the Crimes That Matter most to Local Communities
- Improve the Experience of Victims and Deliver Justice

Priority 1: A Police Service That Meets the Needs of Its Communities

Public trust in the police is fundamental to effective policing and so this priority focuses on ensuring Wiltshire Police are responsive to the concerns and needs of all communities in the area. To achieve this, I aim to build strong relationships between the police and the community and increase public engagement and confidence. This includes ensuring every reported crime is met with a timely and appropriate response, enhancing the quality of service, and recruiting a diverse police workforce to reflect the community it serves. By building a culture of integrity and respect within the police force we aim to increase the trust that communities place in Wiltshire Police.

Priority 2: Reduce Violence and Serious Harm

Reducing violence and serious harm is essential to safeguard the most vulnerable members of society. We must address and mitigate the most serious forms of crime, particularly those that cause significant harm to individuals and the community. My plan emphasises the need for targeted interventions and proactive measures to prevent such crimes. This includes working closely with partners to tackle issues like domestic abuse, sexual violence, and serious and organised crime.

Priority 3: Tackle Crimes That Matter to Local Communities

Different communities may face different types of crime, and addressing these well requires a tailored approach. So, Wiltshire Police should be responsive to the specific concerns of local communities. It is important that we understand the unique challenges faced by each community and ensure that police resources are allocated accordingly. By prioritising crimes that are most relevant to residents, such as anti-social behaviour, rural crime and retail crime, and road safety we improve the quality of life for all residents and build stronger, safer communities.

Priority 4: Improve the Experience of Victims and Deliver Justice

The criminal justice system must not only bring offenders to justice, but also provide sufficient support to victims throughout the process. The plan includes measures to improve the experience of victims by ensuring that they receive timely updates on their cases, access to support services, and fair treatment. By focusing on delivering justice and enhancing the victim experience, we will increase public confidence in the criminal justice system and ensure that victims feel heard and supported.

My outcomes, commitments, and key performance indicators

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

Priority 1 Outcomes

To help deliver a police service that meets the needs of its communities I will work with the Chief Constable to achieve these outcomes:

- Communities have greater trust and confidence in Wiltshire Police, feeling that police are accessible and resolve local issues.
- Wiltshire Police improve engagement across our communities, so there is greater trust and confidence in Wiltshire Police.
- Wiltshire Police will improve the quality of policing services and the leadership of our police officers and staff to improve performance.
- Wiltshire Police will ensure all frontline officers, staff and leaders have access to the technology and tools required to increase productivity and provide effective and efficient policing.
- Wiltshire Police will resolve complaints as quickly as possible and identify and learn lessons to improve policing.
- Wiltshire Police will improve immediate and priority response times whilst maintaining high quality investigation at scene.

Priority 1 Commitments

To deliver a police service that meets the needs of its communities I will work with the Chief Constable to deliver these commitments:

Public confidence, trust, and police engagement with communities

- Build a professional ethos that is outward facing, and operationally focused on reducing crime and investigating crime, while providing outstanding customer service and protecting victims.
- The Force reflects the many communities it serves in the county to help effective policing based upon public consent.
- Recruitment and vetting processes that are of the highest standards; and leadership, management and technical police training courses that build and support an effective workforce that makes Wiltshire safer.
- Deliver a strategy of in-person and digital methods to engage positively and listen with all our diverse communities and young people.
- My Office will continue to engage with the public to scrutinise Police performance, drive up standards, and uphold our values.

Quality of police services provided to all our communities

- Invest in the Crime and Communications Centre, improving response times, and providing a more effective and timely investigative service with enhanced victim support.
- Put in place effective leadership, management and technical policies, systems, procedures and plans, supported with a clear chain of command to deliver the most cost-effective policing model.
- Work with the Force to improve the quality of policing for children and young people by acknowledging their differences, recognising their vulnerabilities and meeting their needs.
- My Office will continue to be the public contact point, resolving complaints or referring them to professional standards to investigate.

Giving the police the right tools for the job

- Build and expand the Force's Neighbourhood Policing Teams, to raise the policing profile, and expand our community engagements.
- Invest in Wiltshire Police so it is equipped and supported as well as possible to deliver its service.
- Continue to deliver my estates strategy, including investment in the Police Headquarters and a policing hub in the south of Wiltshire.
- Build and expand the Force's Citizens in Policing to engage volunteers from our communities as valued members of the police service.

Priority 1 Key Performance Indicators

To help deliver a police service that meets the needs of its communities I will work with the Chief Constable to measure and manage progress through these key performance indicators:

- Wiltshire Police will increase the public confidence in local policing as measured through the Use Your Voice and our new joint Public Confidence survey, which starts in 2025.
- Wiltshire Police will increase the number of community engagement events, making the police more accessible to communities.
- Wiltshire Police will reduce average times to answer calls to police for emergency and non-emergency calls, while maintaining effective assessment of risk to the public.
- Wiltshire Police will increase further action taken across all crime types.
- The Office of the Police and Crime Commissioner will reduce the average length of time to triage and investigate complaints.
- Wiltshire Police will reduce immediate and priority response times

Priority 2: Reduce violence and serious harm

Priority 2: Outcomes

To deliver a police service that reduces violence and serious harm I will work with the Chief Constable and partners to achieve these outcomes:

- Reduce knife crime and gang-related violence.
- Victims and vulnerable people feel supported.
- Reduce the vulnerability of victims of domestic abuse, sexual violence, violence against women and girls, exploitation and child abuse.
- Protect more victims by taking all appropriate action to stop offenders by using preventative orders and bringing more offenders to court.

Priority 2 Commitments

To deliver a police service that reduces violence and serious harm I will work with the Chief Constable and partners to deliver these commitments in the areas of violence reduction, violence against women and girls and domestic abuse, child abuse and child exploitation, and organised crime, county lines, and exploitation:

Violence reduction

- Support the delivery of our obligations under the Serious Violence Duty, bringing together partners to take a public health approach to reducing and preventing violence in our communities, including knife crime and gang-related violence.
- Ensure that Wiltshire Police responses are trauma informed with a child-first approach taken.
- Work with our Community Safety Partnerships in Wiltshire and Swindon to better understand the causes of serious harm so we can tackle the symptoms and consequences in a comprehensive manner, and to protect and prevent young and vulnerable people from harm caused through serious, organised, criminality.
- Work with partners, mentoring schemes, charities and organisations which deter young people from carrying and using knives and divert protect young people away from crime.
- Explore additional potential funding streams to support our existing obligations and actions under the Serious Violence Duty scheme and to work with local authorities and partners to take a public health approach to reducing serious violence in our communities.

Violence against women and girls and domestic abuse

- Improve Wiltshire Police's skills and training to improve preventative work and investigative standards to provide better victim care and increase action taken by the police.
- Invest in and collaborate with community safety partners to tackle domestic abuse, ensuring we meet our obligations under the Domestic Abuse Act 2021 such as implementing local plans to protect and support victims while holding offenders accountable.
- Work with Wiltshire Police, Swindon Borough, Wiltshire Council, and town and parish councils to continue to expand our Safety at Night Charter. Together, we will invest in making public spaces safer and more secure for all residents, ensuring everyone feels safe after dark.
- Raise awareness and enhance our response to victims of stalking and harassment, ensuring they receive the support and protection they need, while supporting bystanders to intervene effectively and safely, and tackle misogyny where it occurs.
- Ensure specialist Violence Against Women and Girls victim services are in place to provide emotional, practical, and health support. This includes providing dedicated sexual violence advocates to guide victims through the criminal justice process.

Child abuse and child exploitation

- Work in collaboration with the Swindon Safeguarding Partnership and Wiltshire Safeguarding Vulnerable People Partnership to proactively prevent, identify, and address child abuse, online grooming, exploitation, and radicalisation.
- Implement and enhance the multi-agency Safeguarding Partnership's exploitation strategy by focusing on key areas: promote healthy relationships education; address the concerning decline in rape conviction rates; and equip frontline staff with the necessary skills to effectively respond to and support disclosures of abuse.

Organised crime, county lines, and exploitation

- Work with forces across the south west region, to co-ordinate enforcement and eliminate the threat from serious organised criminals including tackling county lines and drug dealing, gang violence, modern slavery, and exploitation.
- Work with forces across the south west to maintain high levels of disruption to target organised crime networks and county lines through Operation Scorpion.
- Work with our Community Safety Partnerships through a 'Clear, Hold, Build' approach to protect communities and prevent young and vulnerable people from harm caused through serious organised criminality.
- Work with partners through the Combatting Drugs Partnerships in Swindon and Wiltshire to disrupt drug supply chains and provide appropriate support and treatment for those affected by drugs, including those leaving prison.

Priority 2: Key Performance Indicators

To deliver a police service that reduces violence and serious harm I will work with the Chief Constable and partners to measure and manage progress through the following key performance indicators:

- Reduce rates of knife crime and gang-related violence.
- Increase the percentage of victims accessing services who feel able to cope and recover because of the support they have received.
- Increase the Formal Action Taken rate for domestic abuse offences, sexual offences and violent crime and stalking and harassment, including the use of preventative orders.
- Increase feelings of safety as measured in the Use Your Voice survey and other related safety and confidence surveys.
- Increase Serious Organised Crime disruptions by the Police.

Priority 3: Tackle crimes that matter to local communities

Priority 3 Outcomes

To deliver a police service that tackles crimes that matter to local communities I will work with the Chief Constable and partners to achieve the following outcomes:

- Increase residents' feelings of safety in their communities.
- Reduce the volume of anti-social behaviour incidents in our communities.
- Work to reduce the numbers of killed and seriously injured people on Wiltshire's roads.
- Increase victim satisfaction of those affected by retail crime.
- Reduce rural crimes and increase victim satisfaction rates of those affected by rural crime.

Priority 3 Commitments

To deliver a police service that tackles crimes that matter to local communities I will work with the Chief Constable and partners to deliver the following commitments in the areas of anti-social behaviour, rural crime, retail crime, cyber crime and fraud, and road safety:

Anti-social behaviour

- Take a proactive approach to monitor levels of crime and anti-social behaviour to identify “hotspots” and support a multi-agency problem-oriented approach to solve deep-rooted issues affecting quality of life.
- As the ‘convenor’ of partnerships, we will continue to build relationships and work with our local authorities and other partners to tackle the causes, symptoms and consequences of anti-social behaviour in all its forms.
- Use our commissioning services to work with young people and those charities that encourage and provide safe spaces and recreational, diversionary activities for young people.
- When necessary, we will work with the police and local authorities to enact protection and tools and powers to enforce anti-social behaviour laws.
- Support the expansion of Neighbourhood Watch schemes across the force area to keep local communities safe.

Rural crime

- Ensure the rural crime team is resourced to work closely with our rural communities and farmers and protect our wildlife.
- Promote and support the 'whole force' response to rural and heritage crime.
- Support the Chief Constable's focus on arresting and prosecuting those engaged in poaching and hare coursing and the theft of farm equipment, plant and vehicles.
- Further build our relationships with the farming community, National Farmers Union, local councils and other partners to share information and intelligence, identify ongoing criminal activities and increase the confidence of our rural communities in their policing service.
- Explore ways by which we can better communicate with our rural communities and report information, intelligence and crime.
- Further develop Operation Ragwort to proactively tackle those Serious Organised Crime gangs engaged in rural acquisitive and heritage crime, and who threaten our farmers with violent consequences should they be interrupted mid-crime and challenged.
- Work with national rural organisations, such as the National Farmers Union and Members of Parliament to lobby government to strengthen legislation that protects our rural communities and farmers.

Retail crime

- Assist, support and encourage the retail and business crime reduction partnerships being emplaced by the Chief Constable's neighbourhood teams to work with town centre representatives and retailers better to coordinate efforts to increase security and reduce shoplifting and crimes against retail workers.
- Explore ways to better report retail and commercial crime between the police, retail and business owners and local authorities.
- Explore with local authorities ways of tackling the underlying social and economic causes of retail crime and its associated anti-social behaviour in our town centres.

Cyber crime and fraud

- Inform and educate the public of the threats from cyber crime frauds and other scams.
- Work with partners, such as trading standards and Action Fraud, to increase public and business awareness of how to stay safe online to prevent fraud, scams and online fraud.
- Increase the policing capability to combat cyber crime and work more closely with the Southwest Cyber Resilience Centre to protect local businesses from fraud and cybercrime. The cyber threat is generally from out of county and regional, national and international.

Road safety

- Work with Wiltshire Police, Swindon Borough Council and Wiltshire Council, Dorset and Wiltshire Fire and Rescue Service and National Highways to deliver the Road Safety Strategy to reduce 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.
- Work in partnership with other key stakeholders to strengthen and improve our response to road safety challenges – developing a comprehensive approach which integrates engineering, enforcement and education activities.
- Equip the Roads Policing Unit to undertake proactive enforcement activity, and the Serious Crash Investigation Team to better understand the causes of traffic collisions, which together will make our roads safer, reduce casualties and reduce the cost and impact of road closures.
- Ensure our Community Speed Watch Teams are supported and enthused to support our wider speed enforcement activities which contribute to reducing speed and educating drivers.

Priority 3 Key Performance Indicators

To deliver a police service that tackles crimes that matter to local communities I will work with the Chief Constable to measure and manage progress through the following key performance indicators:

- Increase feelings of safety as measured in the Use Your Voice survey and other safety and public confidence surveys.
- Reduce the volume of anti-social behaviour incidents in our communities.
- Work to reduce the numbers of killed and seriously injured people on Wiltshire's roads.
- Increase the Formal Action Taken outcome rates for crimes that matter most to our local communities.
- Reduce the number of crime incidents and prevent repeat victims for crimes that matter most to our local communities.
- Increase victim satisfaction and reduce repeat victimisation of those affected by rural crime.

Priority 4: Improve the experience of victims and deliver justice

Priority 4 Outcomes

To deliver a police service that improves the experience of victims and delivers justice I will work with the Chief Constable and partners to achieve the following outcomes:

- Victims are supported throughout, receiving emotional and practical support, and being updated about progress of their case through the criminal justice service.
- Ensure offenders recognise the impact of their crimes and we reduce the risk of them offending again harming more victims.
- The criminal Justice system in Wiltshire is efficiency planned and operating across the sector, providing justice, supporting victims and reducing offending.

Priority 4 Commitments

To deliver a police service that improves the experience of victims and delivers justice I will work with the Chief Constable and partners to deliver the following commitments in the areas of victim care and support, mental health, the criminal justice system, restorative approaches and out of court resolutions, and reducing reoffending:

Victim care and support

- Collaborate with the Chief Constable to ensure that victims, irrespective of their background, feel confident in reporting crimes to the police.
- Work with the Chief Constable to enhance public confidence in reporting crimes and improve their satisfaction with the police service.
- Allocate resources to specialised victim support services, ensuring that all crime victims receive the necessary assistance to cope and recover, whether victims make a report to the police.

Mental health

- Support the “Right Care, Right Person” approach to ensure that the right agency is dealing with mental health issues and incidents.
- Work with the NHS and partners across the broader criminal justice system to ensure that offenders with mental health issues receive the treatment they need.

The criminal justice system

- As Chair of the Wiltshire Criminal Justice Board (WCJB), co-ordinate criminal justice agencies to deliver a criminal justice system which has the confidence of our communities.

Restorative approaches and out of court resolutions

- Support the use of Restorative Justice approaches to help give victims a voice and for offenders to understand the impact of their actions.
- Increase the use of Out of Court Resolutions to ensure speedy justice while reducing the burden on the broader criminal justice system.

Reduce reoffending

- Reduce re-offending to prevent further victims of crime and support offenders to rehabilitate back into society – particularly focusing on young people, female offenders and those causing the most harm to communities.
- Continue to support the Youth Justice Services in Swindon and Wiltshire to prevent offending by young people and keep them out of the criminal justice system.
- Invest in drug treatment services with Wiltshire Council and Swindon Borough Council.
- Improving support for veterans in the criminal justice system to keep meeting the pledges within the Military Covenant through the Military in Justice steering group.

Priority 4 Key Performance Indicators

To deliver a police service that improves the experience of victims and delivers justice I will work with the Chief Constable and partners to measure and manage progress through the following key performance indicators:

- Increase overall victim satisfaction rate.
- Reduce the adult reoffending rate and first-time entrants to the criminal justice system.
- Increase successful drug treatment completion rates.
- Reduce the numbers of first-time entrants into the youth justice system.
- Strengthen the use of out of court orders to tackle offending and its causes such as mental ill health, substance misuse and alcohol.

Finance and resources

How I fund this plan is set out in my medium-term financial plan which is updated annually and aligned to achieve the priorities, outcomes, and commitments in this Police and Crime Plan.

This includes significant investment in the police estate, information communication technology, and funding officers, staff and corporate services.

I receive money for policing and to deliver this Plan from three main sources:

- Central government policing funding
- The policing element of local council tax and
- External grants and income

In 2024/25 this provided an overall budget of £155.086m (2024/25) and I use the vast majority of the funding to secure an effective and efficient policing service as well as funding work to prevent crime, support victims and stop repeat offending.

I will work to ensure that all resources used as effectively and efficiently as possible in the delivery of this plan.

As Police and Crime Commissioner, the government notifies me in December each year of the policing grant for Wiltshire.

This notification confirms the council tax referendum limit, before a public consultation is required, which I take into consideration when setting the council tax for policing services annually.

Wiltshire continue to receive one of the lowest levels of government funding for policing and I continue to challenge for this to be rectified and address the outdated way in which national policing funding is allocated.

Police and Crime Commissioner funding allocation 2024/25

The breakdown of my funding allocation for 2024/25 is as follows:

- **70.7% Chief Constable Policing**, which includes all:
 - Frontline policing services that are both visible and non-visible to the public.
 - Police officers in neighbourhood teams, response and detectives.
 - Police staff crime investigators, 999 and 101 call handlers and Police Community Support Officers.
- **23.7% Corporate Services**, which are hosted by Wiltshire Police or Wiltshire Office of the Police and Crime Commissioner, and cover all:
 - Functions which provide support and enable the frontline and Wiltshire Police and OPCC to deliver effectively.
 - Recruitment, human resources, information technology, estates, legal services, and training.
- **2.1% Office of the Police and Crime Commissioner - Commissioning**
 - This is the Office of the Police and Crime Commissioner funding directed to service provision outside of policing.
 - This includes all victim support services, work to tackle domestic abuse, prevent offending and early intervention and supporting community initiatives to prevent and reduce crime.
- **1.8% Office of the Police and Crime Commissioner**
 - This is the cost of the Office to deliver the responsibilities and requirements of the Police and Crime Commissioner.
 - It includes the Police and Crime Commissioner, all legally required posts, service recovery and police complaints, and the co-ordination of victim services, community safety and criminal justice.
- **1.7% Capital Contribution**
 - This is the amount of money that is directed to long-term investments such as estate and significant ICT systems.
 - It does not cover purchases with a short period of use such as vehicles or laptops.

The strategic policing requirement

To do our very best for Wiltshire, our police service needs to work well locally, regionally, and nationally. This is recognised by the Home Secretary who has mandated that all Police Forces and Police and Crime Commissioners contribute resources towards national policing issues, known as the Strategic Policing Requirement.

All national policing requirements have impacts in local communities and work set out in this plan reflects some of the local contribution to the national priorities. Currently, the Strategic Policing Requirement focuses on the following issues:

- Violence Against Women and Girls
- Child Sexual Abuse
- Terrorism
- Serious and Organised Crime
- National Cyber Security Incidents
- Threats to Public Order or Public Safety
- Civil Emergencies

I have carefully considered the Strategic Policing Requirement in the development of this Police and Crime Plan and through our assessment of threats, risks, and harms that informs this Plan.

The Chief Constable will continue to be responsible for having due regard to both the Police and Crime Plan and the Strategic Policing Requirement, and I will continue to hold the Chief Constable accountable for doing so through our governance framework.

I will also continue to highlight a range of actions taken to deliver against the Strategic Policing Requirement functions in my Annual Report.

Communicating with the public

At the very centre of my role as Police and Crime Commissioner's is communication and engagement – with the county's residents and with Wiltshire Police - but also with many other partners, local authorities, stakeholders and interested parties.

Policing and criminal justice touches all aspects of our community and by communicating effectively with you both myself, and my Office, can show you how my Office and Wiltshire Police are delivering against the priorities which matter to you. With that dialogue, I will demonstrate how I am ensuring the public's voice is represented throughout policing.

My aim is for me, my Office and Wiltshire Police to have more communication and engagement with our communities, enabling that essential feedback which directly informs policies and plans which affects the area you live and work. I will ensure your voice on policing is being heard, listened to, and directly affects the service you receive.

By directly engaging with communities, I will also be able to show how I monitor Wiltshire Police performance and am exercising my legal duty to scrutinise, challenge and support the Chief Constable to deliver a quality, effective, police service which our residents require and deserve.

The aim is to ensure that I am equipped with essential feedback from the public. We achieve this by:

- Regular consultation – online or in person – at numerous engagement events around the county. Engaging with community groups to hear their concerns and represent their voice. All feedback is noted and fed back to the appropriate department of the Office of the Police and Crime Commissioner or Wiltshire Police.
- Hearing the voice of young people through my Youth Commission
- Use Your Voice – I will annually ask for residents' feedback on police service, the policing budget, and Police and Crime Plan priorities. This feedback directly informs decision-making and is scrutinised by the Police and Crime Panel.
- Victims Voice – my Office, in partnership with Wiltshire Police, asks victims of crime about their experience of the policing and support services. Feedback directly informs Wiltshire Police and Commissioned Services about where improvements need to be made.
- Public Confidence surveying – my Office, in partnership with Wiltshire Police, will ask a set number of randomly-selected residents to explain their experiences of policing, their perception of feeling safe, and their trust and confidence in the county's policing.
- Providing access to surveys during the year on specific themes, such as rural crime, safety at night, and violence against women and girls.
- Attending community meetings with police, local Members of Parliament and Councillors to address local issues.

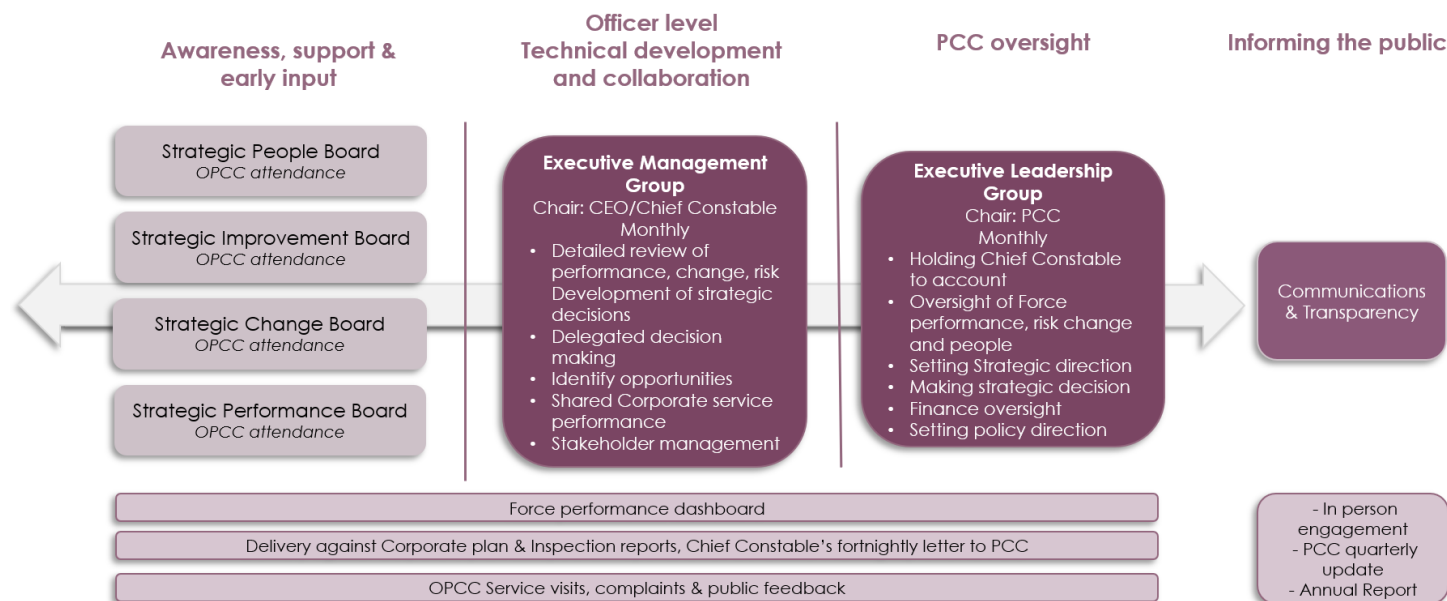
Governance, scrutiny and oversight

As Police and Crime Commissioner, a crucial responsibility of mine is scrutinising the performance of the Force. My primary duty is to ensure the provision of an efficient, effective, and value-for-money police force which reduces crime. To fulfil this duty, I have established a transparent system for holding the Chief Constable accountable for delivering policing services in Wiltshire.

Both Wiltshire Police and my Office provide updates about the performance and delivery of policing, community safety and justice in our area. Further information is provided on our website. My Office has extensive governance, scrutiny and oversight mechanisms in which to support, challenge and scrutinise the performance of Wiltshire Police, the Community Safety partnerships and the Criminal Justice Board.

I oversee the implementation of this plan through the Executive Leadership Group, where I monitor the Force's performance against the Police and Crime Plan, as well as the policing budget. This group serves as my main decision-making forum, and relevant documents and significant decisions are published on my website. Additionally, I receive independent reports from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

How I scrutinise, challenge, and support Wiltshire Police is illustrated in the diagram below:



Scrutiny of my plan

The Police and Crime Panel

Ultimately, I am accountable to the communities of Wiltshire and Swindon and provide regular communications and an Annual Report on the progress of my Police and Crime Plan. My Annual Reports are available on my website.

In addition, the Police and Crime Panel, a committee of local councillors and independent members, has the statutory authority to review my Police and Crime Plan, make recommendations on my budget and scrutinise and support my activities as the Police and Crime Commissioner. Details of these meetings can be found here: [Browse meetings - Democratic Services - Wiltshire Council](#)

Through my Publication Scheme, I aim to publish information to assist the Panel and the public in following my work and activities. In addition to responding to requests for information and questions.

My ethos is to publish all information unless there is an explicit reason not to do so. There is extensive information on my decisions, how we spend public money and provide effective governance on my website.

The Joint Independent Governance and Risk Audit Committee

The Chief Constable and I have formed a Joint independent Governance and Risk Audit Committee (JIGRAC) to support and challenge specific activities carried out by Wiltshire Police and my office.

This committee provides an independent, high-level focus on audit, assurance, risk management, and reporting arrangements, which are essential for good governance and financial standards.

More details about the Committee's work can be found on my website.