

Wiltshire and Swindon
pcc

Making Wiltshire Safer
2025 - 2026
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ANNUAL REPORT

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Foreword from **Philip Wilkinson OBE**, Police and Crime Commissioner



Welcome to my Annual Report for 2025/26, the first full year of delivery of my Police and Crime Plan 2025–2029.

Wiltshire remains one of the safest places in the country, and the year brought measurable progress in emergency response, prevention, neighbourhood policing and public confidence, alongside areas where further improvement is required. This report sets out the work undertaken by Wiltshire Police, my Office and our partners.

The latest His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection identified meaningful improvements, including strengths in prevention, the fair and appropriate use of police powers, emergency response, leadership stability and financial management, while making clear that significant challenges remain.

Wiltshire Police continues to move in the right direction but must maintain strong performance where services are working well and deliver targeted improvement where victims, communities and independent inspection tell us more is needed.

Wiltshire remains one of the safest places in the country but any increase in crime matters. Behind every offence is a victim. Our focus remains on preventing crime, protecting vulnerable people, improving investigations and ensuring that those affected by crime receive the support they need.

Accurate and timely crime recording is also essential to victim care, effective policing and public

confidence, and remains an area for continued improvement.

There were important achievements during the year. HMICFRS recognised improvement in the fair and appropriate use of police powers and in preventing and deterring crime and anti-social behaviour. Emergency call handling and response performance also improved.

Neighbourhood teams increased their visibility and accessibility, adding 24 grant-funded officer posts, recording 8,891 engagement activities and operating mobile police stations on 250 days. Partnership programmes also supported serious violence prevention, victim services, road safety and community safety. Improved initial responsiveness provides an important foundation, but further progress is needed in investigation standards, victim communication, safeguarding, culture and the management of vulnerability.

Public confidence also provided a clear strength: 58% of people believed Wiltshire Police were doing an excellent or good job, compared with 49% nationally, the highest rating achieved by any police force in the South West.

Making Wiltshire Safer: Police and Crime Plan 2025–29 was developed through consultation and engagement with residents, communities, businesses and partners. It focuses policing and community safety activity on the issues that matter most locally.

Central to my role is ensuring that local people have a strong voice and that policing maintains the confidence, trust and legitimacy necessary to police by consent.

Throughout the year, public engagement, independent scrutiny and transparency continued to inform the challenge, support and scrutiny I provide to the Force and the services commissioned by my Office.

Financial sustainability remains one of the most significant issues facing Wiltshire Police. Comparatively low government funding and a smaller council tax base than more urban areas, alongside increasing demand and rising pay, operational and service costs, require careful stewardship of public money, despite the PCC applying the maximum permitted precept increase.

During the year, the PCC and Force continued to manage expenditure prudently, pursue efficiencies and strengthen value for money while protecting frontline services and supporting improvement.

Commissioned services remained an important part of delivering my Plan, particularly in supporting victims, reducing serious violence, strengthening community safety and improving criminal justice outcomes.

A significant milestone was reached in securing a site for the future Southern Policing Hub, with an agreement to acquire the site progressing subject to the remaining contractual conditions being met. This supports the long-

term Estates Strategy for the Force, helping to ensure Wiltshire Police has the right tools and infrastructure to meet residents' policing needs now and in the future.

Nationally, policing has entered a period of substantial change. Government proposals for police reform, including the possible abolition of Police and Crime Commissioners, have created continuing uncertainty about future governance.

Although many details remain subject to national decision-making, my focus is unchanged: ensuring that residents of Wiltshire and Swindon receive an effective, efficient and quality policing service and continue to have a meaningful voice in local priorities.

I would like to thank police officers, police staff, volunteers, commissioned providers, partners, community groups and residents whose dedication and professionalism continue to make a positive difference every day. The year provides firmer foundations for the next stage of the Plan, while significant challenges remain. Together, we will continue Making Wiltshire Safer and helping our communities to feel safer too.

Philip Wilkinson OBE
Police and Crime Commissioner
for Wiltshire and Swindon

Role of the **Police and Crime Commissioner**

The Police and Crime Commissioner is elected by the public to be their voice in policing and community safety. The PCC is responsible for:

- Setting policing and community safety priorities through the Police and Crime Plan.
- Holding the Chief Constable to account.
- Setting the policing budget and council tax precept.
- Commissioning services for victims and communities.
- Convening local and regional partnerships.
- Engaging with residents and stakeholders.
- Supporting transparency, scrutiny and accountability.
- Maintaining an effective, efficient and quality police service.
- Publishing annual reports on progress.



Police and Crime Plan 2025–2029 Overview

The Police and Crime Plan 2025–2029 sets the strategic direction for policing, crime reduction and community safety across Wiltshire and Swindon. It provides the framework for the Commissioner's oversight of Wiltshire Police, commissioning decisions and partnership working. The Plan is built around four priorities:

Priority One: A police service that meets the needs of its communities – focused on public confidence, trust, engagement, service quality and ensuring Wiltshire Police has the tools, estate and capability needed to deliver high-quality, effective frontline policing.

Priority Two: Reduce violence and serious harm – focused on domestic abuse, Violence Against Women and Girls (VAWG), child abuse and exploitation, county lines, serious organised crime (SOC), modern slavery and violence within communities.

Priority Three: Tackle crimes that matter most to local communities – focused on anti-social behaviour (ASB), road safety and speeding, and rural and heritage crime.

Priority Four: Improve the experience of victims and deliver justice – focused on victim care and support, mental health, criminal justice partnership working, reducing reoffending and developing restorative justice approaches.

Together, the four priorities connect the quality and legitimacy of policing with prevention of serious harm, action on the crimes affecting everyday life, and better support and justice for victims.

This is the first full Annual Report against the Police and Crime Plan 2025–2029. The refreshed Plan builds on the improvement and foundations reported at the end of the previous Plan, while sharpening the focus on responsive policing, prevention of serious harm, crimes affecting local communities and better outcomes for victims. This report explains how those priorities were translated into delivery during 2025/26 and where further improvement remains necessary.

Delivery of the priorities is supported by strong partnerships, effective governance, public engagement, independent scrutiny, evidence-based commissioning, financial sustainability for Wiltshire Police and value for money.



Progress Update Against the Police and Crime Plan 2025–2029

Key Achievements During 2025/26

- **Emergency call handling and response:** Emergency call handling and response performance improved despite increasing incident demand, with 999 answering, immediate response and priority response times all improving during the year.
- **Neighbourhood policing:** Teams recorded 8,891 engagement activities, mobile police stations operated on 250 days, and 24 grant-funded officer posts were added to neighbourhood policing teams under the Neighbourhood Policing Guarantee.
- **Public confidence:** Public confidence remained a comparative strength. Latest available Crime Survey for England and Wales (CSEW) data showed overall confidence increasing from 70.2% to 71.3%, while a separate national measure found that 58% of people believed Wiltshire Police were doing an excellent or good job, compared with 49% nationally, the highest rating achieved by any police force in the South West.
- **Estates and value for money:** A significant milestone was reached in securing a future Southern Policing Hub site, with acquisition subject to the remaining contractual conditions, while financial stewardship, procurement and commercial capability continued to strengthen.
- **Independent inspection:** His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) recognised further improvement through its assessment of the whole Force, including good gradings for using powers fairly, appropriately and with justification and for preventing and deterring crime and anti-social behaviour and reducing vulnerability.
- **Serious violence prevention:** Evaluation of the relevant Focused Deterrence cohort recorded a 90% reduction in offending behaviour, while police-notified offences across evaluated Synergy cohorts reduced by 84.5%; HMICFRS identified Synergy as promising practice.
- **Road safety:** Partnership activity included 503 arrests for road traffic offences and 80 Community Speed Watch teams supported by more than 630 volunteers.
- **Victim services:** Commissioned domestic abuse and related support services assisted 5,873 people, alongside wider victim, sexual violence and safeguarding provision.
- **Priorities for further improvement:** Sustain improved call handling and response as demand increases, while strengthening investigation standards, victim communication and engagement, timely and accurate crime recording, safeguarding, culture and vulnerability management.

Headline Performance

Data note: To provide the fullest available picture of performance, this report draws on a range of sources, some of which use different reporting periods, including financial-year,

calendar-year, rolling-survey and inspection periods. The relevant period is identified alongside each measure and figures covering different periods should not be compared directly.

Measure	2025/26	Change
999 Call Answering	Average answer time: 5 seconds	Improved from seven seconds and remained within the service level.
Immediate Response Time	12 minutes 18 seconds	Improved by 22 seconds from 12 minutes 40 seconds and remained within the applicable service level of 15 minutes in urban areas and 20 minutes in rural areas.
Priority Response Time	46 minutes 38 seconds	Improved from 1 hour 7 minutes 48 seconds and remained below one hour on a rolling 12-month basis.
Non-Emergency Discontinued Contact	19.0%	Improved from 20.6%, a reduction of 1.6 percentage points.
Overall Confidence in the Police	71.3%	Latest available Crime Survey for England and Wales data for the 12 months ending September 2025; up from 70.2%. Wiltshire remained in line with its most similar group, while quality of service and visibility remain areas for focus.
Total Recorded Crime	42,918	Increased from 40,274, a year-on-year rise of 6.6%.
Crime Rate per 1,000 Residents	56.09	Below the England and Wales rate of 84.70 and the South West rate of 73.49. Wiltshire remains the safest police force area in the South West and has one of the lowest crime rates in England.
Violence With Injury	5,739	Increased from 5,627, a year-on-year increase of 2.0%. Recent monthly volumes were in line with forecast, while accurate recording of victims' injuries in Niche remains an area for improvement.
Personal Robbery	292	Personal robbery increased from 213 offences to 292 offences, an increase of 79 offences (37.1%). Continued focus remains on identifying repeat locations and offenders, improving investigation outcomes and working with partners to prevent robbery-related offending.
Residential Burglary of a Home	579	Decreased from 612, a reduction of 5.4%. Attendance remained high at 99.2%, while outcomes and communication with victims remain areas for improvement.
Anti-Social Behaviour	9,310 incidents	Decreased from 9,866, a year-on-year reduction of 5.6%. Public perceptions remain an area for focus.
Overall Victim Satisfaction	73.6%	Reduced from 75.1%, a decrease of 1.5 percentage points. The Force assessed the measure as stable, but keeping victims informed remains an area for improvement.

Headline Performance

Performance during 2025/26 showed clear strengths alongside areas requiring improvement. Call handling and response improved despite increasing incident demand.

The wider crime picture was mixed: total recorded crime increased, while residential burglary of a home and recorded anti-social behaviour reduced.

Early improvements in positive outcomes were not fully sustained, and victim satisfaction also reduced, particularly in relation to being kept informed. This indicates that the principal challenge was increasingly not initial access to policing, but maintaining effective investigation, communication and victim engagement after the initial response.

Accurate and timely crime recording remains essential to victim support, accountability and understanding demand, and individual measures must be considered in the context of their definitions, reporting periods, methodology and data quality.





The Year in Summary

Overall, 2025/26 was a year of continued progress, with clear strengths to build on but more remaining to be done in a challenging financial and operational environment.

Call handling and response improved, providing a stronger foundation for service delivery, while the first year of the 2025–2029 Police and Crime Plan translated its four priorities into oversight, policing, commissioning and partnership activity.

Independent HMICFRS evidence corroborated progress and strong foundations in prevention, leadership and financial management, while identifying continuing concerns including culture, investigations and the management of vulnerability. Effective investigation, ongoing communication and victim engagement after the initial response remained less consistent.

Commissioning and partnership working supported victims, serious violence prevention, community safety and criminal justice outcomes.

Integrated Offender Management also provided encouraging evidence of lower offending after intervention, while recognising that results varied by cohort and individual circumstances. At the same time, financial sustainability remained a major strategic issue, requiring prudent management, efficiencies and long-term planning to protect services and support improvement.

The evidence in this report shows three requirements for the next stage of the Plan: sustaining the services and performance that are working well, targeting improvement where victims, communities, performance evidence and independent inspection identify weaknesses, and preparing for the changes ahead - all in the challenging context of increasing demand, financial pressures and national police reform.

PRIORITY ONE

A Police Service That Meets the Needs of Its Communities

Priority One brings together visible and responsive policing, public confidence and legitimacy, neighbourhood policing, complaints and scrutiny, organisational improvement, estates and financial sustainability to support an effective, efficient and accountable police service.

Public Confidence and Trust

Public confidence was a comparative strength during 2025/26. It supports effective crime prevention, victim engagement and community safety, and depends on visibility, service quality, victim experience and confidence that concerns will be taken seriously.

Latest available Crime Survey for England and Wales (CSEW) data showed overall confidence in Wiltshire Police at 71.3% for the 12 months ending September 2025, compared with 70.2% for the 12 months ending September 2024. Wiltshire remained in line with its most similar group of forces, while quality of service and visibility remain areas for continued focus.

During 2025/26, Wiltshire Police continued to perform strongly against national measures of public confidence. Office for National Statistics (ONS) data released in August 2025 showed that 58% of people believed Wiltshire Police were doing an excellent or good job, significantly higher than the England and Wales average of 49% and the highest rating achieved by any police force in the South West.

The same survey found that 50% of respondents felt Wiltshire Police dealt effectively with local concerns, compared with a national average of 40%, while 51% believed the Force worked well with local organisations, exceeding the national average of 48%.

The 71.3% and 58% results answer different questions and are therefore reported separately. Wiltshire compares favourably on several measures, but quality of service, visibility, victim satisfaction and recording crimes within 24 hours remain important areas for focus.

Neighbourhood Policing

Neighbourhood policing remained central to delivering visible, accessible and locally responsive policing. During 2025/26, investment through the Neighbourhood Policing Guarantee added 24 grant-funded officer posts. Neighbourhood teams recorded 8,891 engagement activities across urban, rural and military communities and deployed mobile police stations on 250 days, including 174 deployments elsewhere in Wiltshire and 76 in Swindon. This provided face-to-face access to policing in communities without a permanent police front counter.

Teams combined community engagement with local problem-solving, enforcement, intelligence gathering and partnership activity. HMICFRS found that investment in neighbourhood capacity and capability had provided teams with the officers, staff, skills and training needed to work effectively with communities and partners.

Case Study Borough Fields – Problem-solving with measurable impact

Nine vandalism incidents over 18 months at Borough Fields public toilets in Royal Wootton Bassett caused closures, repair costs and loss of the facility. The neighbourhood team worked with the town council, anti-social behaviour specialists, the local academy, youth services, businesses and a local artist, combining CCTV,

reinforced fixtures, targeted patrols, partnership oversight and a student-led mural.

After reopening, zero further vandalism, displacement or reactive anti-social behaviour attendances were recorded, and estimated police patrol demand reduced from 12 hours a month to zero. The project

calculated £19,610 in avoided reactive costs against £9,900 of preventative investment, an estimated net saving of £9,710, with projected ongoing savings of around £6,500 a year. Tilley Awards feedback identified scope for wider before-and-after data and more resident, partner and young-person feedback.

Case Study Operation Southbridge – Clear, Hold, Build in Broadgreen, Swindon

Operation Southbridge used the Clear, Hold, Build approach to tackle serious and organised crime, exploitation, illicit trading and wider harm in Broadgreen, Swindon. Neighbourhood officers and partners targeted those causing the greatest harm while increasing visible patrols, developing community intelligence and addressing conditions that enabled criminal activity.

The operation delivered more than 131 arrests, 16 people charged in connection with serious and organised crime and 12 closure orders. Nearly £29,000 in cash, more than £590,000 of Class A and B drugs and almost £389,000 in assets were seized. It also generated more than 630 intelligence reports, with community intelligence increasing by over 60%, secured a Public Spaces

Protection Order (PSPO) and provided diversionary activity or education to more than 1,000 young people.



Complaints and Standards

The Office of the Police and Crime Commissioner (OPCC) provides a point of contact for members of the public raising concerns about policing. Lower-level matters may be addressed independently through service recovery, while matters requiring formal consideration are referred appropriately. This provides an accessible and proportionate route for addressing concerns while supporting accountability and learning.

During 2025/26, 1,317 complaints were received, compared with 1,340 the previous year. The proportion managed by the OPCC Complaints Resolution Team increased from 65% to 74%, while the proportion escalated to Wiltshire Police for formal handling or investigation reduced from 35% to 26%. These figures describe how complaints were handled; they do not measure complaint outcomes or complainant satisfaction.

This more proportionate approach meant that a greater proportion of complaints were managed through the OPCC process without requiring formal escalation. The OPCC's initial handling performance was also above the national average, and only a small proportion of complainants cited dissatisfaction with initial handling as a reason for recording a complaint, indicating that initial handling was not commonly cited as a concern.

Principal themes included investigation standards, victim contact and communication with complainants. These themes contributed to and aligned with wider scrutiny and improvement activity, including enhanced supervisory oversight, investigation quality reviews and renewed attention to

victim contact through Operation Phoenix, the Force's programme to continuously improve investigation standards and performance.

For further information on the police complaints system and performance, including timeliness measures and complaint outcomes, please see the PCC's Annual Complaints Report on the PCC website.

Community Scrutiny and OPCC Volunteers

Independent scrutiny remained an important mechanism for strengthening public trust and confidence by examining how police powers are used and identifying opportunities for learning. During 2025/26, 13 Community Scrutiny Panel meetings considered eight themes. Membership was refreshed to broaden participation, panel members observed police training and patrol activity, and a youth external scrutiny panel brought young people's perspectives into the review of police conduct and powers.

The OPCC and Wiltshire Police also took Police Powers Roadshows into busy public locations in Trowbridge, Salisbury, Swindon and Chippenham using the mobile police station. Residents could speak directly with officers and OPCC staff about stop and search, use of force, police accountability and the independent arrangements used to scrutinise these powers. At the Orbital Shopping Centre in Swindon, for example, local people viewed body-worn video and discussed how scrutiny panels review police activity, helping make the process more visible and accessible while generating community feedback.

Independent Custody Visitors contributed approximately 160 volunteer hours, making 96 visits and speaking with around 350 detainees, supported by three panel meetings. Their independent observations informed oversight of custody conditions and standards. The strength of local custody visiting arrangements and volunteer support was further recognised through the award of Independent Custody Visiting Association (ICVA) Silver Accreditation. Scrutiny findings were shared with the Force to support learning and oversight, while positive feedback could be reflected in officers' performance and development reviews.

This work was supported by 51 external scrutiny panel members, seven Community Scrutiny Panel reservists, 16 Independent Custody Visitors and four Animal Welfare Visitors. Together, they provided independent challenge, recognised effective practice and helped translate community experience into improvements in policing, custody and communication.

Together, engagement and independent scrutiny strengthen legitimacy; the following sections explain how that public-facing work is supported by organisational improvement, sound finances and fit-for-purpose infrastructure.

For further information on the police complaints system and performance, including timeliness measures and complaint outcomes, please see the PCC's Annual Complaints Report on the PCC website.



Engaging Young People

The Youth Commission maintained a membership of 15 young people. It worked with The Children's Society to review language and messaging used in Child Sexual Exploitation education in schools, and its feedback helped make communications more appropriate for younger audiences. It also reviewed body-worn video of stop and search encounters and shared findings with operational officers to support learning.

A Youth Commission-led perceptions of policing survey received 140 responses from people aged 9 to 66 and over. The findings informed discussion on digital channels and future youth engagement. Given the age range and sample, they provide insight rather than a representative view of all young people in Wiltshire and Swindon.

During 2025/26, the OPCC also invested in the Wiltshire and Swindon Youth Partnership, supporting collaboration across the local youth sector, workforce development and stronger collective support for young people. The investment was intended to strengthen the capacity and longer-term sustainability of local youth provision.

Premier League Kicks provided sport, mentoring and educational activity for more than 400 young people in priority areas of Swindon through after-school, evening, holiday and community-based sessions. Participant feedback indicated that 95.31% felt safe and 90.63% reported a stronger sense of belonging and improved relationships. These measures reflect participants' reported experience rather than an independent assessment of the programme's longer-term impact.



HMICFRS Whole Force Inspection and Continuous Improvement

Building on the improvement journey described in the previous Annual Report, the latest HMICFRS PEEL assessment provided the next independent assessment of the Force's progress.

It concluded that Wiltshire Police was making progress, with strengths in prevention, the fair and appropriate use of powers, responsiveness, leadership stability and financial management. It also identified material areas requiring further improvement, which continue to inform PCC oversight and the Force's improvement activity.

Areas of Progress

- Good gradings for using powers fairly, appropriately and with justification, and for preventing and deterring crime and anti-social behaviour and reducing vulnerability.
- Improved governance, a more stable senior leadership team and strong financial management aligned to priorities and value for money.
- Notable improvement in emergency call handling and responsiveness, with 90.4% of 999 calls answered within 10 seconds in the year ending 30 November 2025.
- Effective neighbourhood capability and stronger internal, external and youth scrutiny of police powers.
- Improved use of stop and search, with HMICFRS estimating that 88.9% of reviewed records had reasonable grounds recorded, and a 15.1% positive outcome rate for victim-based crimes in the year ending 30 June 2025, above the median for forces in England and Wales.

Areas Requiring Further Improvement

- Leadership standards, behaviour and culture, together with professional development, supervision and evaluation of organisational change.
- Non-emergency contact, with 18.8% of 101 calls abandoned in the year ending 31 October 2025.
- Supervisory oversight, investigation quality and victims' access to rights under the Code of Practice for Victims of Crime.
- Safeguarding, including protective orders, timely referrals and notifications, domestic abuse and stalking risk assessment.
- Crime recording for domestic abuse and reported incidents of rape, and fraud governance and training.

The Force's response is to maintain strengths while directing resources, leadership attention and improvement activity to the areas identified by HMICFRS.



Financial Sustainability and Value for Money

The Financial Review Programme delivered £5m of efficiencies during 2025/26 against a target of £5.2m. The efficiencies comprised £0.5m from the fleet review, £0.6m from the estates review and £3.9m from the people review. Governance of the programme was consolidated into the Transformation Board in January 2026.

The budget for 2026/27 requires a further £4.6m of savings. Transformation and efficiency activity is intended to support a more sustainable operating model while maintaining service delivery.

Estates Strategy and the Southern Policing Hub

During 2025/26, the existing Estates Strategy continued to guide decisions about investment, rationalisation and the future shape of the estate. Its aim is to align buildings, facilities and infrastructure with operational transformation and the future policing operating model, ensuring Wiltshire Police has the right estate in the right locations. Public visibility and accessibility are increasingly provided through neighbourhood policing, community engagement, mobile police stations and targeted deployment, rather than solely through the number of police buildings. Delivery of the strategy supported more effective, affordable and sustainable services while maintaining a visible and accessible policing presence.

As part of delivering the strategy, work continued to release PCC-owned buildings and sites no longer required for operational policing, generating capital receipts to support future investment. A property in Malmesbury was sold and contracts were exchanged for the sale of a property in Highworth, subject to planning permission. Devizes Borough and Wilton Road reached the final stage of marketing by year end, while further access, planning or marketing activity continued for Amesbury, Marlborough and Devizes Skid Pan. The estate was also rationalised through the exit or planned surrender of smaller leased locations, while Bourne Hill and Chippenham remained in use pending wider Wiltshire Police transformation decisions. A new lease for the Sarsen Business Centre, supporting Operation Willow, completed at the end of March 2026, while renewal of the Old Sarum Property Store remained under negotiation.

The initial upgrade of Devizes Headquarters was completed, with more affordable options for further investment being developed through the Capital Plan and a planning application submitted for a third access point. At Swindon Gable Cross and its satellite sites, work following the PFI health check progressed to improve service, strengthen contractual arrangements and identify potential savings and cost avoidance. A refresh of the Estates Strategy was deferred to later in 2026 so that its future development could reflect Wiltshire Police transformation, while delivery of the existing strategy continued to support financial sustainability and the Police and Crime Plan. Alongside this programme of rationalisation and improvement, the strategy also progressed longer-term investment in the estate, including a significant step towards securing the site for the future Southern Policing Hub.



Case Study Southern Policing Hub

– Investing in frontline policing infrastructure

The previous Annual Report described preparations to secure a site for a permanent policing base in south Wiltshire. During 2025/26, significant progress was made towards securing a six-acre site off Mitre Way, Old Sarum, near Salisbury, for the future Southern Policing Hub. A deposit was paid and the acquisition is progressing subject to completion of a number of outstanding conditions, including detailed planning consent.

The proposed purpose-built hub is intended to house neighbourhood, response and other frontline officers, staff, volunteers and specialist teams, supporting operational effectiveness and emergency response in Salisbury and wider south Wiltshire. A permanent solution was required because Salisbury has not had a fully operational policing base since the former Wilton Road police station closed in 2014 and Bourne Hill was found not fit for purpose.



At the end of 2025/26, ownership had not transferred and completion remained subject to outstanding contractual conditions, including detailed planning permission.

Development of the hub is therefore future work; the facility was not operational during the year.



Procurement and Commercial Capability

During 2025/26, procurement and commercial capability was strengthened through implementation of Procurement Act 2023 transparency and compliance requirements, clearer oversight of business requirements and contracts, and improved contract and supplier assurance.

Procurement activity generated approximately £0.689m in cashable

and non-cashable savings and cost avoidance across Technology, Corporate Services and Force Operations. These savings mainly relate to costs saved or avoided in future years and are separate from, and not included within, the £5m of efficiencies delivered through the Financial Review Programme. The strengthened approach supported value for money, supplier accountability and sustainable service delivery.

Technology and Innovation

As part of a deliberate focus on modernising policing and ensuring the best use of public money, Wiltshire Police and the OPCC have continued to develop and expand their use of technology and innovation to improve services, support victims and enhance operational effectiveness.

This work has included drones and future response capabilities, robotics, automation and artificial intelligence, underpinned by arrangements to ensure their responsible, secure and ethical use.

The Force's drone capability included a patrolling drone team, supporting faster situational awareness and more efficient deployment of resources. Work also progressed to explore a future Drone First Responder model, through which drones could be deployed remotely to incidents before officers arrive.

Wiltshire Police continued to develop its use of robotics, automation and artificial intelligence to reduce administrative work, improve consistency and allow officers and staff to focus on higher-value operational and victim-focused activity.

Robotic process automation completed more than 350,000 cases, processed over 5,300 files and saved more than 12,000 hours across key policing functions, including public protection and work to tackle violence against women and girls. This released capacity to support victims and progress investigations more efficiently.

The use of robotics, automation and artificial intelligence is subject to governance, security, ethical and data protection controls, supported by clear policies, human oversight and assurance arrangements. This helps ensure that these technologies are used safely, proportionately and responsibly while contributing to a more responsive and efficient policing service.



PRIORITY TWO

Reduce Violence and Serious Harm

Priority Two addresses violence, exploitation and serious harm through prevention, policing, safeguarding, commissioned support and partnership working that responds to underlying risk. It retains a clear focus on domestic abuse (DA), serious violence, Violence Against Women and Girls (VAWG), child exploitation, county lines and serious organised crime.

Domestic Abuse

Evidence: Commissioned Domestic Abuse Support

During 2025/26, commissioned domestic abuse and related support services assisted 5,873 people through services delivered by FearFree, Paragon, The Nelson Trust, Help Counselling and the Wiltshire Service User Network. The figure is a count of people supported across the commissioned provision, with support varying according to need and including high-risk provision, advocacy, therapeutic counselling, practical and emotional help and behaviour-change interventions.

Providers reported increasing demand and case complexity, with criminal justice delays creating additional pressures for victims and support services, while multi-agency working supported referrals, shared practice and identification of service gaps.

While commissioned services provided substantial support, Force performance data continued to identify challenges in domestic abuse arrest and outcome rates, victim communication and safeguarding practice.

Case Study Therapeutic support helping a victim rebuild their life

A counsellor supporting a victim through a commissioned domestic abuse support service worked with someone who had experienced a long-term abusive relationship alongside significant mental health, family and financial pressures. The victim initially struggled with confidence, anxiety and managing day-to-day challenges, and was finding it difficult to see a way forward.

Through a programme of trauma-informed counselling, the victim was supported to better understand the impact of abuse, identify their needs and develop practical strategies to rebuild confidence and independence. The counsellor also helped connect the victim with wider support for financial and household concerns.

Reflecting on their experience, the victim said: "For the first time in a long time, I feel like I

have some control over my life again. The counselling helped me understand what had happened to me, rebuild my confidence and start making decisions for myself. I feel calmer, stronger and much more hopeful about the future."

This support was part of the wider domestic abuse and victim services commissioned by the OPCC, helping victims recover from trauma, improve wellbeing and access practical help when they need it most.

Serious Violence

During 2025/26, partners built on the prevention and early-intervention programmes established under the previous Plan, extending delivery and strengthening the evidence about what worked.

Evidence: Serious Violence Duty – Partnership Strategy and Public-Health Approach

The Serious Violence Duty requires specified authorities to work together to prevent and reduce serious violence. Wiltshire and Swindon's response is guided by its Serious Violence Strategy and Strategic Needs Assessment, using a public-health approach focused on causes, prevention and early intervention. The PCC and OPCC convene partners and monitor delivery.

During 2025/26, £249,000 of Serious Violence Duty grant funding supported Focused Deterrence, Synergy, EscapeLine, DiverslTy, Stronger Futures and detached youth work. Delivery included six Synergy cohorts, two Focused Deterrence programmes and 17 EscapeLine sessions reaching 392 professionals. The updated needs assessment identified exploitation, educational disengagement, trauma, special educational needs and disabilities, social care involvement and adverse childhood experiences as factors associated with serious youth violence, reinforcing the focus on mentoring, early intervention and trauma-informed support.

Separately, the OPCC funded Blunt Truth, a knife-crime awareness programme delivered in schools by police and NHS colleagues in partnership with Avon and Somerset Police. During 2025/26, the programme was delivered in 23 schools, and since 2023 it has

reached more than 12,500 children across 68 schools with information about knife-crime risks, reporting concerns and emergency first aid.

Evaluation of the relevant Focused Deterrence cohort recorded a 90% reduction in offending behaviour and an 88% reduction in missing episodes. Across evaluated Synergy cohorts, police-notified offences reduced from 206 to 32, an 84.5% reduction. HMICFRS identified Synergy as promising practice, recognising its partnership approach, lower offending than a control group and improvements in leadership, teamwork and ambitions. These findings relate to the evaluated cohorts and do not mean every intervention or participant achieved the same result.



Violence Against Women and Girls

Evidence: Commissioned Support for VAWG, Domestic Abuse and Sexual Violence

The response to VAWG combined specialist support for victims, prevention, work to improve safety in public and at night, partnership activity and police safeguarding improvement. Commissioned provision included independent advocacy, domestic abuse and sexual violence services, the Sexual Assault Referral Centre (SARC), therapeutic support and behaviour-change interventions, with support available to all eligible victims.

The independent sexual violence advocacy service reported a 37% increase in referrals during 2025/26. The service holds an independent

quality mark for provision to all victims, including men. Referral volumes alone do not explain whether the change reflects prevalence, reporting or service performance.

Partnership activity included work supporting SARC accreditation requirements, coordinated communications with community safety partnerships and a White Ribbon event in Swindon during the 16 Days of Activism.

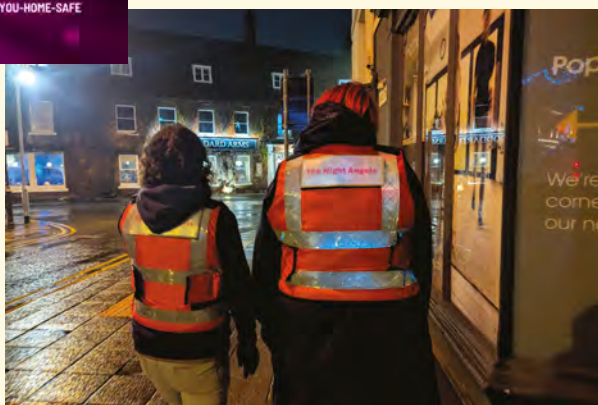
Recorded rape and other rape and serious sexual offence reports increased during the year. Rape charge and positive outcome rates improved, but crime recording, investigation standards and sustained victim engagement remain areas requiring continued scrutiny.

Evidence: Getting You Home Safe - Safer Nights and support for vulnerable people

Getting You Home Safe supported safety during busy evening periods and major events through partnership work involving police, local authorities, venues, transport providers and community groups. It promoted safe journeys, practical advice, visible support and clear routes to help in high-footfall areas.

Representative measures included licensed transport, trained venue staff, visible policing, Ask for Angela and community-based night-time support funded or supported through the OPCC. The activity addressed vulnerability, safer public spaces and night-time economy safety. Campaign activity and reach describe delivery, while longer-term effects on crime and harm have not been assessed here.

This wider support and prevention activity must be accompanied by continued improvement in police safeguarding practice, including domestic abuse and stalking risk assessment, referrals and notifications, protective-order monitoring and crime recording.



Child Exploitation and Safeguarding

Targeted interventions supported children and young people at risk of serious violence, exploitation and offending through prevention, training and intensive support. EscapeLine delivered child criminal exploitation training across education, health and policing, with a pilot for parents and guardians.

Junior Good Citizen sessions, which included online safety, reached approximately 1,844 children from 41 schools during 2025/26, demonstrating the programme's reach, but not yet its longer-term safeguarding effect.

HMICFRS found effective partnership working and information sharing through the multi-agency

safeguarding hub. However, it also identified areas where police safeguarding practice needed to improve, including compliance with Operation Encompass requirements and the recording of reported rape as a crime.



County Lines & Serious Organised Crime

Case Study Operation Scorpion – Regional action against drug supply and exploitation

Operation Scorpion brought together the five South West police forces, their Police and Crime Commissioners, British Transport Police and the South West Regional Organised Crime Unit to tackle illegal drugs, county

lines and exploitation across force boundaries. The regional quarterly focus combines enforcement, intelligence and safeguarding, recognising that vulnerable people, including children, may be groomed or coerced.

Prevention activity helped parents, carers and young people recognise signs of exploitation and understand how to report concerns or seek support.

This combination of enforcement, intelligence, safeguarding and prevention illustrates how Priority Two seeks to disrupt organised harm while protecting those at risk. Priority Three turns to the offences and safety concerns that most directly affect everyday life in local communities.



PRIORITY THREE

Tackle Crimes That Matter Most to Local Communities

Priority Three addresses crimes and community safety issues affecting residents' everyday confidence, safety and quality of life, using public engagement, scrutiny and partnership activity to inform policing priorities and local action.

Although personal robbery volumes remain relatively low compared with some crime categories, the 37.1% increase is significant and continues to be monitored through PCC scrutiny and performance arrangements.

Anti-Social Behaviour

Recorded anti-social behaviour decreased from 9,866 incidents in the 12 months ending March 2025 to 9,310 in the 12 months ending March 2026, a reduction of 5.6%. However, volumes

during the final five months were above forecast and will need to be monitored carefully.

The latest available CSEW perception measure, covering the 12 months ending September 2025, indicated that 9.8% of Wiltshire residents perceived high levels of anti-social behaviour, compared with 8.3% nationally. This is a perception measure, not a count of incidents. Proactive policing, public confidence and partnership problem-solving therefore remain important.

Case Study Hotspot Patrols -Tackling ASB, Knife Crime and Violence in High-Risk Locations

The Home Office Hotspot Action Fund provided £1m during 2025/26 and ended in March 2026. The funding ensured patrol activity was delivered across 10 locations in Swindon, Calne, Chippenham, Salisbury and Devizes, combining police and warden presence with enforcement, intelligence gathering and community engagement.

Full-year outputs:

- **4,461** police patrol hours and 11,556 warden hours.
- **4,652** hotspot patrols, 177 stop and searches and 214 arrests.

- **18** weapons seizures and 936 intelligence submissions.
- **103** anti-social behaviour enforcement actions and 2,626 community engagement interactions.

The programme delivered substantial patrol, enforcement and engagement activity. Independent evaluation of the Swindon Taxi Marshal initiative estimated that, without the scheme, crime in the area would have been 52% higher - equivalent to approximately 65 additional crimes in Old Town over six

months. Further evidence will be needed to assess longer-term effects. HMICFRS nevertheless assessed Wiltshire Police as good at preventing and deterring crime and anti-social behaviour and reducing vulnerability, recognising its understanding of local causes and use of partnership problem-solving and preventative powers. The end of the £1m annual grant after March 2026 creates a future delivery challenge.





Road Safety

Road safety remains one of the issues most consistently raised by communities. During 2025/26, the Wiltshire and Swindon Road Safety Partnership coordinated enforcement, road improvements, education and community engagement under its Vision Zero ambition that nobody should be killed or seriously injured on local roads, supported by a Safe System approach to reducing road harm.

During the 2025 calendar year, 23 people were killed and 392 were seriously injured in road collisions across Wiltshire and Swindon. In total, 1,429 injury collisions resulted in 1,976 casualties.

Motorcyclists remain disproportionately represented. In 2025, 28% of fatal collisions involved a motorcycle, and motorcycle riders accounted for 11% of all casualties. This informed targeted work through BikeSafe, Biker Down and motorcycle events.

During 2025, failing to observe effectively was the most frequently recorded collision factor, followed by aggressive, dangerous or reckless driving and travelling too fast for conditions. A new collision-recording system introduced in July 2025 changed how factors were classified, which limits direct comparison with previous years.

Enforcement and Community Action

Officers made 503 arrests for road traffic offences during 2025/26. Separately, calendar-year data for 2025 recorded 1,254 vehicle seizures involving drivers without insurance or an appropriate driving licence.

Speeding enforcement across Wiltshire and Swindon resulted in 14,991 drivers being required to attend speed-awareness courses, 1,855 receiving a fine and points on their licence, and 231 being summonsed to court.

Community Speed Watch involved 80 active teams supported by more than 630 volunteers. Fewer educational letters were generated than in previous years; this may indicate better compliance at monitored locations, but the trend will continue to be assessed alongside wider enforcement and speed data.

Education, Prevention and Safer Roads

Education included 3,165 children completing Bikeability Levels 1 and 2, targeted work with motorcyclists and partner-led young-driver education. Road improvements included review of 86 collision-cluster locations and work at the A360 Black Dog crossroads.

Rural and Heritage Crime

Rural and heritage crime remains important in a predominantly rural county. Neighbourhood and specialist teams used local and cross-border intelligence, partnership activity, prevention and targeted enforcement, including Operation Ragwort.

During 2025/26, the Rural Crime Team recorded 22 arrests. Fifteen offenders were charged, one further investigation subsequently received CPS authorisation for charge, one investigation remained outstanding and three investigations involving seven individuals resulted in no further action. Eight vehicles were

seized. Charged cases were awaiting court hearings at the reporting point, so no prosecution outcome is inferred.

Operation Ragwort brought Wiltshire Police together with other South West forces, regional and national rural-crime specialists and partner agencies to strengthen cross-border intelligence and disrupt organised rural and heritage offending. Specialist capability also increased through 23 Community Policing Team officers trained as Wildlife and Heritage Crime Officers, supported by practical prevention and community engagement.



Case Study Disrupting Organised Rural Crime in Salisbury

Salisbury neighbourhood officers developed intelligence on an organised crime group responsible for rural offending in Wiltshire and neighbouring areas. Collaboration with force intelligence teams, financial investigators and South West Regional Organised Crime Unit (SWROCU) linked a key member to a burglary and the aggravated taking of a vehicle.

The evidence secured a guilty plea and an 18-month prison sentence, removing an active offender and supporting a significant reduction in the group's assessed threat, risk and harm.



Business Crime

Case Study Salisbury Business Crime Reduction Partnership - Coordinated action against repeat offending

Office for National Statistics data recorded 4,009 shop-theft offences, an increase of 4%. Local businesses raised concerns with the PCC about shop theft and repeat offending in town centres and retail areas; therefore coordinated reporting, intelligence-sharing and action against priority offenders were prioritised through the Salisbury Business Crime Reduction Partnership pilot.

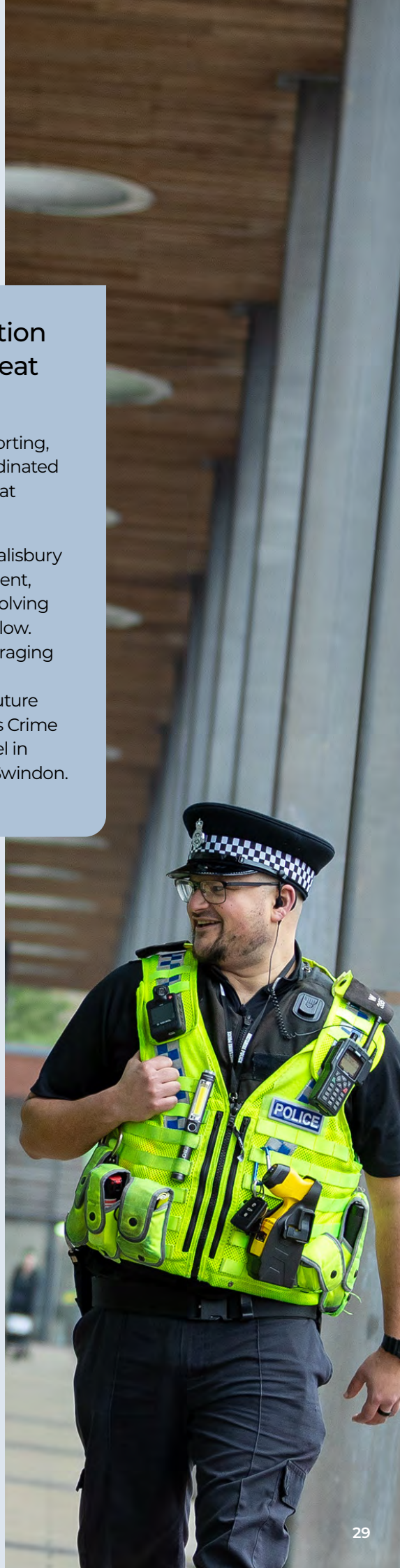
The Salisbury Business Crime Reduction Partnership (BCRP) pilot launched in November 2025,

enabling direct business reporting, shared intelligence and coordinated attention to priority and repeat offenders.

The first five months of the Salisbury pilot produced the enforcement, safeguarding and problem-solving results shown in the table below. These early results are encouraging and, if sustained, could help inform decisions about the future development of the Business Crime Reduction Partnership model in other parts of Wiltshire and Swindon.

Outcome	Result
Priority offenders managed	20+
Custodial sentences secured	5
Total custodial time secured	112 weeks
Offenders removed from active targeting	7
Community Protection Warnings issued or progressed	8+
Community Protection Notices issued	2
Criminal Behaviour Orders pursued	2
Vulnerable individuals supported into accommodation	4+
Wanted offenders actively monitored	4+
Problem locations subject to coordinated intervention	2

Following the Salisbury pilot, exploratory work continued in Swindon. Any development or wider expansion of the Business Crime Reduction Partnership model remains subject to future decisions and is not assumed.



Safer Streets

Case Study Safer Streets Summer – Visible town centre policing

From 1 July to 30 September 2025, Wiltshire Police and the OPCC delivered Safer Streets Summer, a defined three-month initiative focused on visible town-centre activity addressing anti-social behaviour, repeat offending and retail crime. Delivery covered Swindon, Salisbury, Chippenham, Trowbridge and Marlborough through visible patrols, mobile police stations, enforcement, community outreach and business activity. During the three-month initiative, 93 arrests were made for retail crime offences.

Night-time and community-safety measures included visible support, safer spaces and routes to assistance. Safer Streets Summer was distinct from the full-year Hotspot Action Fund programme, although some activity and locations overlapped. Getting You Home Safe complemented this visible town-centre activity through support for safer nights out and access to help, alongside the wider Violence Against Women and Girls and night-time economy work described in Priority Two.



Community Action Fund

The PCC Community Action Fund continued to support local organisations and charities delivering activity aligned to the Police and Crime Plan. The fund is delivered in partnership with the Wiltshire and Swindon Community Foundation and offers grants of up to £5,000 using proceeds from the Police Property Act.

During 2025/26, the Fund awarded £52,465 to 11 organisations.

This funding supported targeted community initiatives designed to prevent harm, safeguard vulnerable people and strengthen community resilience.

Funded activity included knife-crime prevention, mentoring for young people at risk of exploitation, support for young people with a family member in prison, youth outreach, domestic abuse and sexual violence support, community-based wellbeing initiatives and projects designed to strengthen resilience, safety and inclusion across Wiltshire and Swindon.

The measure of success is ultimately how these services and interventions improve safety and experience. Priority Four therefore focuses on victims' access to support, the quality of investigations and progress through the criminal justice system.



PRIORITY FOUR

Improve the Experience of Victims and Deliver Justice

Priority Four covers the whole victim journey: initial contact and response, the quality of the investigation, ongoing communication and engagement, access to support, and progress towards an appropriate outcome or justice. It also includes criminal justice partnership working and reducing reoffending through policing, commissioned services and wider support.

Victim Satisfaction

As measured by the Victim Satisfaction Survey, commissioned by the OPCC and delivered by an independent provider, overall victim satisfaction was 73.6% in the 12 months ending March 2026, compared with 75.1% in the preceding 12-month period. Wiltshire Police assessed the overall measure as stable. Satisfaction with being kept informed was a separate measure at 64.0%, compared with 67.4% in the previous period.

Improved call handling and response provide an important foundation, but victims' overall experience also depends on investigation quality, regular communication and continued support after initial contact. Timely, good-quality contact remains important to victim experience and compliance with the Victims' Code. HMICFRS recognised improvement in positive outcome rates, but identified continuing concerns about investigation quality, supervisory oversight, victim care and access to rights under the Code.

Horizon Victim and Witness Care

Horizon Victim and Witness Care provided early access to practical, emotional and specialist support for 23,674 individual victims during 2025/26, according to individual need, while responding to increasing pressures within the criminal justice system. On average, there were an additional 10,250 victims and witnesses being supported through court processes at any given time. This is a count of victims supported, not contacts or referrals, and included a single point of contact.

Magistrates' court hearings were reported to have increased by 26% over the year, while workload per full-time-equivalent team member increased to an average of 133 hearings. These are service-pressure measures rather than outcomes. HMICFRS found that referred victims could access a range of support, including specialist provision, while emphasising effective needs assessment, recording victim contracts and ensuring that victims who are not automatically referred receive a high-quality service and their Victims' Code rights. Phase one improvements were delivered through the Victims Transformation Programme Board, with further activity continuing into 2026/27.

Investment in Victim Services

A total of £2.65m was invested to oversee and manage commissioned victim services, comprising £1.45m from the Ministry of Justice Victims Grant and £1.2m from the PCC's commissioning budget. Despite the Ministry of Justice grant being 4.2% lower than the previous year, frontline community victim services were maintained.

Support included Horizon, the Sexual Assault Referral Centre, independent sexual and domestic abuse advocacy, domestic abuse services, adult and child victim support and therapeutic interventions. Services were designed to be accessible to victims from different backgrounds and those requiring specialist support. Where applicable, support was available whether or not the crime had been reported to police.

Planning and preparatory work progressed for improvements to the Sexual Assault Referral Centre in Swindon. Final designs were completed and a contractor appointed for works intended to improve the environment, equipment, processes and support for accreditation requirements. The capital works were planned to begin in 2026/27 and were not completed during 2025/26.

Providers responded to higher demand, greater case complexity and workforce pressures while continuing to deliver support. The OPCC maintained performance and funding assurance, Horizon improvement activity continued, and the local victim survey was recommissioned after the planned national survey was not progressed by the Ministry of Justice.





Criminal Justice System

The Wiltshire Criminal Justice Board brings together policing, prosecution, courts, prisons, probation and partners to improve outcomes and support a more effective, joined-up justice system. During 2025/26, activity included improving outcomes for women, developing Out of Court Resolution pathways and domestic abuse perpetrator interventions, preparing for sentencing reform, and strengthening partnership work on performance and victims' experience.

The OPCC coordinated with police, Probation, prisons and commissioned services during early prisoner release under the Government's FTR48 scheme, supporting access to medical, housing and employment help. This support helped people access services

during their transition from prison, although its longer-term effect on reoffending has not been assessed.

The OPCC supported partnerships for groups needing additional help through the criminal justice system, including the Women's Justice Board, Military in Justice Steering Group and Neurodivergence in Criminal Justice Partnership Forum. These help partners identify barriers, improve pathways and strengthen support.

HMICFRS recognised improving positive outcomes and the Force's audit-based approach to investigation quality, while identifying the need for further improvement in supervisory oversight, investigations, victim engagement and outcome decision-making.

Managing Mental Health

During 2025/26, Wiltshire Police, health, ambulance and other partners implemented Right Person, Right Care, aiming to ensure people receive support from the most appropriate service while retaining police involvement where required.

Mental-health expertise remained co-located in the Crime and Communications Centre through the Mental Health Control Room Triage service, which is delivered within Wiltshire Police by staff from the Avon and Wiltshire Mental Health Partnership. The service is funded via the OPCC and the Integrated Care Board (ICB).

HMICFRS found call handlers generally effective at identifying risk but attending officers did not always receive enough relevant information. Relevant expertise also contributed to scrutiny of use-of-force incidents involving people with mental-health conditions.

Integrated Offender Management

Integrated Offender Management (IOM) brought Wiltshire Police, Probation and other partners together to coordinate support and management for people presenting significant risks of reoffending, harm or demand. During 2025/26, 93 offenders were managed through Fixed, Flex and Free cohort arrangements, reflecting the partnership approach to managing those presenting the greatest risk of reoffending, harm or demand.

Alongside enforcement and offender management, partners widened access to accommodation, employment, substance-misuse and other rehabilitative support, including work with prison resettlement services. During the reporting period, 26 individuals joined the IOM cohort and 39 exited, reflecting active management. Cohort analysis showed lower offending volumes after intervention than before IOM involvement, providing encouraging evidence of reduced offending while recognising that results vary with cohort composition and individual circumstances.

Procurement and specification work for a single combined Out of Court Resolution pathway was completed during 2025/26, with implementation progressing into 2026/27. The pathway is intended to bring provision together, improve access to rehabilitative support and strengthen future assessment of performance and reoffending outcomes; implementation was not sufficiently advanced to assess its effect during 2025/26.

Custody-healthcare shift coverage reached 95% in the last reported quarter, meeting the contract target for the first time. However, recruitment and retention of healthcare practitioners remained an ongoing challenge, affecting the resilience and sustainability of performance.

Victims' experience also depends on how well public concerns and lived experience shape oversight and delivery. The next section explains how the PCC gathered and used that wider public voice.

Your voice in policing

Public Engagement

Giving local people a meaningful voice in policing is a central responsibility of the PCC. Insight from residents, victims, businesses, young people, community groups, elected representatives, volunteers and scrutiny provides evidence for priorities, challenge, commissioning, communications, neighbourhood activity and service improvement, while supporting representation and accountability.

Public Engagement and Consultation

During 2025/26, the PCC or OPCC attended or was represented at 109 engagement events. This is a count of events attended, not individual contacts. Within the overall programme, 40 activities were classified as public engagement, alongside 10 Area Board meetings

and regular contact with parish, town, city, borough and unitary councils across Wiltshire and Swindon.

Across all events, total attendance was estimated at 20,315 people. The PCC or OPCC engaged directly with an estimated 17,717 residents, meaning the engagement figure forms part of the wider attendance total. Both figures are approximate rather than exact counts.

Residents consistently raised concerns about anti-social behaviour, police visibility, road safety, rural crime and victim support. These views contributed to the evidence used to inform PCC scrutiny, commissioning, neighbourhood activity and the enforcement, prevention and partnership work described throughout this report.

The principal activity measures are set out below.

Activity	Result
Area Boards	10
Councils – parish, town, city, borough and unitary	Regular engagement throughout the year
Public engagement activities	40
Engagement events – PCC and OPCC	109
Residents engaged face to face	17,717
Total event attendance / footfall	20,315

The activity gave communities opportunities to raise concerns, access information and contribute views that could help inform representation, scrutiny, communications and service delivery.



During August 2025, OPCC attendance at community and cultural events across Wiltshire and Swindon reached an estimated footfall of more than 6,000 people. A representative range included Fayre on the Square in Salisbury, the Goan Summer Fiesta in Swindon and Raksha Bandhan celebrations, providing opportunities to share crime-prevention and support information and listen to local concerns. The estimated footfall does not mean that every attendee engaged directly with the OPCC.



OPCC Correspondence

During 2025/26, the OPCC managed 2,214 items of correspondence, averaging 185 contacts per month. Residents contacted the Office on matters including complaints, policing concerns, community safety and commissioned services. The OPCC remained committed to accessible and responsive communication, responding to 93.3% of correspondence within two working days. This correspondence provided a direct route for residents to raise concerns, seek assistance and share their views on policing and community safety across Wiltshire and Swindon.

Communications and Digital Engagement

Communications helped residents understand policing and community-safety activity, access

information, join consultations, receive prevention and campaign messages, understand scrutiny and funding, and provide feedback. The measures below distinguish content, impressions, reach, interactions, website visits, video views and emails distributed; they do not represent a single count of people engaged.

Quarterly benchmarking indicated that the average social-media engagement rate exceeded typical levels reported for the Government and Politics sector. The measure describes digital interaction rather than confidence, agreement, satisfaction or representative opinion.

Public responses, comments, consultations and digital engagement help the PCC understand the issues that matter most to residents and provide evidence to inform the Police and Crime Plan.

Measure	2025/26
Social media posts	1,004
Impressions	1.2 million
People reached	865,194
Page and profile reach	2.06 million
Engagement rate	7.06%
Website visitors	29,200
Video views	101,525
Community Messaging emails	236,186

These measures capture different forms of digital activity and should not be combined as a count of unique individuals. Community Messaging records emails distributed rather than opened or read. Together with surveys, meetings and face-to-face activity, digital feedback provides useful insight for scrutiny and delivery, although it is not necessarily representative of the wider population.



Engagement Summary

Together, face-to-face engagement, correspondence and digital communication provided accessible routes to information and participation. Communities highlighted anti-social behaviour, visibility, road safety, rural crime, victim support and community safety, contributing evidence for scrutiny, commissioning and delivery.

That insight helps identify needs and priorities; commissioning turns them into targeted services and interventions delivered with partners.

Commissioning Services That Deliver Outcomes

Commissioning enables delivery of the Police and Crime Plan beyond policing alone through three portfolios: Victims and Vulnerability; Criminal Justice and Reoffending; and Community Safety and Youth.

Together, they support victims, reduce harm, improve justice outcomes and strengthen community safety, aligned with criminal justice and local community-safety priorities.

The total value of commissioning funding streams for 2025/26 was £5.302m, drawing on the PCC commissioning budget, Ministry of Justice Victims Grant and Home Office Serious Violence Duty funding. Commissioning and partnership governance helped direct Serious Violence Duty resources towards identified risks, cohorts and places. Separately, the Home Office Hotspot Action Fund provided £1m in 2025/26 and ended in March 2026; it will not continue in 2026/27.

Commissioned services faced financial pressure, higher demand, greater case complexity and workforce pressures.

The OPCC worked with providers and co-commissioners to monitor performance, review delivery, agree improvements and manage contracts and funding assurance. Evidence on victim support, serious violence prevention, community safety, youth activity and rehabilitative support is reported under the relevant Police and Crime Plan priorities.

Delivering these priorities depends on responsible stewardship of the resources entrusted to the PCC. The following section sets out the financial context, expenditure and controls supporting that delivery.



Finance and Value for Money

Financial Context

Wiltshire Police continues to operate in a challenging funding environment. Prudent management and long-term planning are necessary to align resources with the Police and Crime Plan, protect frontline services and priority improvements where possible, and secure value for money.

HMICFRS found that Wiltshire Police aligns finances with strategic and operational priorities, reviews performance and value for money, and has strong financial management providing a foundation for operational effectiveness. Further work nevertheless remains on financial governance, audit and assurance.

The draft PCC Group Statement of Accounts reports total net revenue spend of £159.776m for 2025/26, compared with £158.428m in 2024/25, and a PCC net cost of policing of £147.065m, compared with £156.780m in 2024/25. The expenditure table reports these figures using related accounting descriptions. The £159.776m figure is net expenditure after income, while £147.065m is the net cost of services

reported in the Comprehensive Income and Expenditure Statement. The figures are presented separately because they reflect different stages and descriptions within the financial reporting framework and should not be directly compared with the gross expenditure figure.

General and earmarked reserves were £9.436m at 31 March 2026, compared with £7.421m at 31 March 2025. During 2025/26, £2.015m was transferred to usable reserves, of which £1.968m was earmarked for future capital projects. Reserves provide resilience for one-off costs, timing issues, future funding pressures, urgent operational requirements and capital investment, but are not recurring income.

Income

The table summarises income recognised in management reporting for 2025/26, excluding income from fees and charges and the Home Office Pension Grant. It is shown separately from revenue expenditure and the net cost of services because the measures use different reporting bases and it does not reconcile directly to the difference between gross and net expenditure.

Funding Source	2025/26
Police Grant	£51.389m
Council Tax Precept	£78.481m
Other General Government Grants	£31.548m
Specific Grants and Contributions	£21.493m
Interest and Investment Income	£0.830m
Total income recognised in management reporting	£183.742m

How OPCC Funding Was Used in 2025/26

The OPCC is responsible not only for supporting the Police and Crime Commissioner and delivering the functions of the Office, but also for commissioning services for victims and communities and hosting certain shared functions on behalf of Wiltshire Police. The breakdown below helps distinguish the cost of running the OPCC from the funding used to deliver commissioned services and other policing-related services.

Area	2025/26
OPCC Office Costs	£2.496m
Shared Corporate Functions	£0.782m
Commissioning Services	£3.384m
Commissioning Grant Income	£2.738m

OPCC Office Costs (£2.496m):

Staffing, transport, training and office costs supporting the Police and Crime Commissioner and core OPCC functions, including executive support, communications, commissioning, business and public services, and strategy, performance and oversight.

Shared Corporate Functions

(£0.782m): Staffing, transport, training and office costs associated with legal, complaints and procurement functions that are hosted by the OPCC and delivered on behalf of Wiltshire Police.

Commissioning Services

(£3.384m): Funding invested by the PCC in services that support victims and vulnerable people, reduce reoffending, strengthen community safety and youth provision, and improve criminal justice outcomes.

Commissioning Grant Income

(£2.738m): Government grant funding used to support commissioned and related programme delivery, including the Ministry of Justice Victims Grant, Home Office Hotspot Grant and Home Office Serious Violence Duty Grant.

Changes from the previous year reflect a combination of national pay awards and related employment costs, temporary specialist capacity to support corporate finance leadership and major capital estates delivery activity, investment in procurement and commercial capability, changes to shared-service arrangements, and reduced government grant income following the end of some externally funded programmes. These investments supported organisational improvement, strengthened procurement, commercial and governance capability, helped progress significant estates projects and contributed to wider savings, cost avoidance and value-for-money activity described elsewhere in this report.



OPCC Costs

The table summarises the OPCC's net expenditure for 2025/26. Other income decreased primarily because the Safer Streets Home Office Grant ended; it had been distributed across 2023/24 (£463k) and 2024/25 (£355k). Investment income also reduced by £119k, and capital financing from revenue contributions decreased from £1.8m in 2024/25 to £627k in 2025/26.

OPCC spend	2025/26
Pay, including shared functions	£2.465m
Training, premises and transport	£0.032m
Partnerships and collaborations	£6.347m
Capital financing, reserve transfers and other costs	£1.811m
Gross expenditure	£10.655m
Other income	(£4.043m)
Net expenditure	£6.612m

Expenditure

The table distinguishes gross expenditure reported to senior management, net expenditure after income and the net cost of services in the Statement of Accounts. These totals reflect different accounting or management-reporting bases and are therefore shown separately.

Area	2025/26
Police officer salaries	£87.895m
Police staff and PCSO salaries	£59.192m
Overtime	£3.444m
Premises, transport, supplies, services and other costs	£44.378m
Partnerships and collaborations	£11.907m
Capital costs	£2.090m
Gross expenditure reported to senior management	£193.410m
Net expenditure after income	£159.776m
Net cost of services per Statement of Accounts	£147.065m

Delivering Value for Money

Examples of value for money delivered during 2025/26 included:

- Approximately £0.689m in cashable and non-cashable procurement savings and cost avoidance across Technology, Corporate Services and Force Operations. These savings mainly relate to costs saved or avoided in future years and are separate from, and not included within, the £5m of efficiencies delivered through the Financial Review Programme.
- An estimated £9,710 net saving from the Borough Fields project, with projected ongoing savings of approximately £6,500 a year; these are not presented as audited savings.
- £5m of efficiencies delivered through the Financial Review Programme against a target of £5.2m, comprising £0.5m from the fleet review, £0.6m from the estates review and £3.9m from the people review. The Fleet Review reviewed operational vehicle requirements and informed decisions to ensure the vehicle fleet remains aligned to operational demand, supports frontline policing and delivers better value for money.

Governance, Audit and Financial Control

The South West Audit Partnership issued an overall Limited Assurance internal audit opinion for 2025/26. Improvements achieved had not yet changed the rolling overall assessment. Internal audit and JIGRAC identified continuing work on financial governance and management information, procurement and contract management, risk management, ICT resilience, establishment control and completion of audit actions.

Against the overall Limited Assurance assessment, the Joint Annual Governance Statement identified no single significant governance failure or reported breakdown in core financial controls, while recognising continuing governance weaknesses requiring attention. No known unauthorised expenditure, material losses, fraud or non-compliance with Contract Standing Orders or Financial Regulations were reported.

Externally, the 2024/25 PCC audit opinion remained disclaimed, and the Chief Constable opinion was qualified, one year ahead of the build-back assurance timetable. The auditor reported no unlawful expenditure or material fraud and issued no statutory recommendations or public-interest reports.





Looking Ahead

Wiltshire Police enters 2026/27 with clear operational, partnership and financial strengths to build on, while significant financial, operational and organisational pressures remain.

Success will require sustaining effective performance and services in some areas and delivering targeted improvement in others, guided by victims, communities, performance evidence and independent inspection.

What we will sustain

The Force and its partners will seek to sustain prevention and early intervention, visible neighbourhood policing, improved emergency response and 999 call handling, fair use of police powers, public engagement, specialist victim support, partnership delivery and the financial management strengths recognised by HMICFRS. Commissioning will continue to support delivery, including Horizon Victim and Witness Care improvement, Sexual Assault Referral Centre accreditation work, implementation of the recommissioned victim survey and continued Serious Violence Duty interventions.

What we must improve

Targeted improvement remains necessary in investigation quality and supervisory oversight, victim communication and engagement, timely and accurate crime recording, domestic abuse and safeguarding practice, vulnerability management, leadership culture and professional development, non-emergency contact, fraud governance, and the use of data and evaluation. The PCC will continue to hold the Chief Constable to account for maintaining strengths and addressing these requirements.

What we must prepare for

Financial sustainability will remain central. The budget for 2026/27 requires a further £4.6m of savings, and transformation and efficiency activity is planned to support a sustainable operating model and protect services where possible. The end of the £1m Hotspot Action Fund removes previous central funding for local patrols and interventions, creating a future delivery challenge without confirming that all local hotspot activity will cease.

Capital planning must balance affordability, reserves and capital receipts with estates and technology requirements. During 2025/26, a deposit was paid and an agreement was entered into to acquire the Southern Policing Hub site. Completion and payment of the remaining balance remain subject to outstanding contractual conditions, including detailed planning permission, and ownership has not yet transferred. Future development, the Emergency Services Network and electric-vehicle infrastructure remain planned investment rather than completed delivery.





The PCC, OPCC and Force will continue work on financial governance, risk management, procurement, contract oversight, audit-action tracking and management information. Nationally, police reform, proposed governance changes and the proposed abolition of Police and Crime Commissioners remain subject to national decision-making. No replacement model or local effect is assumed; the PCC will continue to represent

Wiltshire and Swindon, keep local priorities visible and support effective, efficient services focused on local need.

The PCC is committed to sustaining progress, addressing the areas where improvement is required, improving victims' experience, using public money responsibly and ensuring residents and communities retain a strong local voice in policing. Together, we will continue Making Wiltshire Safer.

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