

**Wiltshire and Swindon Police and Crime Plan 2022-2025**

**DRAFT**

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## Foreword

As we begin to adjust and adapt to a post Covid-19 world and develop a new Police and Crime Plan for Wiltshire, now is the time to go back-to-basics and ensure that we are focused on delivering exactly what our residents want. Namely to safeguard from harm, prevent crime, support victims, bring offenders to justice, break the cycle of offending to prevent further victims.

My mission is to make Wiltshire a safer place to live and work, and I want the goal of Wiltshire Police to be that: 'One crime is one crime too many.' My goal for the Office of the PCC is: 'One victim is one victim too many.' In order to achieve my mission, my overarching goal therefore will be that one victim of crime is one victim too many and one crime too many.

In order to deliver effective policing across the county, my vision for the police estate is to have a major station in the North: Gablecross in Swindon, one in the South in Salisbury, or as close to Salisbury as we can get, three in the West to cover the major towns of Melksham, Chippenham and Trowbridge and a community police station in Tidworth to cover the East.

The start point for my plan is not that Wiltshire is a safe county, as that could lead to complacency, but to conduct a thorough assessment of the threats and risks that we all face. Both the National Crime Agency and Wiltshire Police have conducted threat, harm and risk assessments and we have drawn upon them in the development of this plan.

However, to guarantee that our Police and Crime Plan is as closely aligned with our residents' concerns and aspirations as possible, we have conducted a comprehensive and inclusive survey and consultation and have asked you to **Use Your Voice** to help me shape this plan. We have listened to that feedback and this police and crime plan will address your concerns directly.

As I am accountable to the public, and the Chief Constable is accountable to me, I will work with him to ensure that the roles, responsibilities and coordinating mechanisms that are necessary for the delivery of this plan are clearly defined, assigned and transparent such that our commitment to front-line policing and those critical support and enabling

functions are fully funded and cost-effective. Within my definition of the front line, I am not just talking about bobbies on the beat, but also online where many of the scams that we are subjected to originate and where our children and vulnerable people are groomed for abuse.

Most importantly, I intend to work with the Chief Constable to ensure that not one penny is spent on unnecessary bureaucracy and that all of our collective efforts and resources are focused on making Wiltshire a safe place to live, work and visit.

Phil Wilkinson OBE

Police and Crime Commissioner

## Our Policing Area

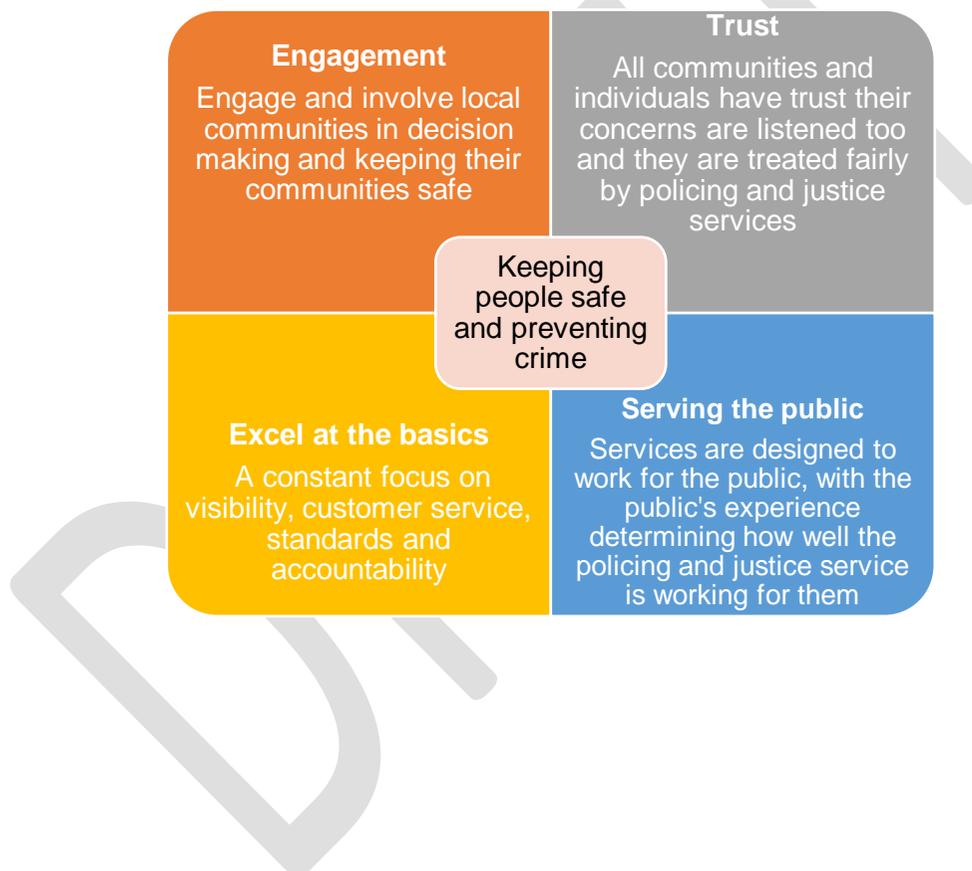
### A graphic will be produced to cover key features of Wiltshire and Swindon

- Wiltshire is surrounded by the counties of Berkshire, Dorset, Gloucestershire, Hampshire, Oxfordshire, and Somerset.
- It covers an area of almost 3,500 sq. km, measuring 80 km north to south,
- 696,000 population – 225,000 in Swindon, 471,000 (2021 estimates)
- Famous for the many historic monuments such as Stonehenge, Avebury and the city of Salisbury
- Wiltshire has Salisbury Plain, which contains many military installations and is the principal home and training ground for the armed forces.
- Swindon is a vibrant business centre whose strategic location on the M4 corridor continues to attract multi-national employers.
- Rural and market towns Calne, Chippenham, Devizes, Marlborough, Malmesbury, Royal Wootton Bassett, Warminster, and Trowbridge.
- Two unitary authorities Swindon Borough Council and Wiltshire Council
- Wiltshire police is the oldest county force in England being established on 13 November 1839.
- There are 2,298 employees, comprising 1,096 police officers, 132 PCSOs and 1,070 staff.
- Budget of £134m
- £INSERT central grant and £INSERT police council tax
- 2021 police demand figures
  - Numbers of recorded crimes
  - 999 / 101 calls
  - 11,000 victims of crime supported by PCC victim services
- Map showing national, regional and local policing services

## My principles for Improving the community safety, policing and criminal justice system

Working in partnership across our communities is at the core of how I deliver my role of PCC. I am working with residents, voluntary sector, businesses, elected officials, and other public sector organisations to deliver this plan.

I want to not only see change and improvement but set the principles for how I will deliver, and encourage others to deliver, this plan and policing and criminal justice services.



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

I am:

### Contact and visibility

- Working with the Chief Constable to ensure that every victim who reports a crime receives an effective and prompt police response, including a real or virtual follow-up visit, tailored to their need, from their local Community Police Team.
- By April 2023 increase the number of police officers in Wiltshire from 1,096 to 1,158.
- Working with the Chief Constable to increase the percentage of officers and staff working in frontline roles.
- Significantly increasing the interaction between the Police, public and all our communities to build and enhance trust and confidence in order to improve relations and collectively to make our public spaces safer.
- Improving engagement with parish, town and unitary councillors by the force and OPCC by creating a councillor advocate network
- Building a new police site at Tidworth, investing in new police training facility and developing new options for police estate in Salisbury and Devizes

### Quality of service

- Working with the Chief Constable to reduce hidden harm, to protect victims of crime, to engage in early intervention and preventative actions and to bring more offenders to justice

by effective investigation and using every evidential opportunity to prevent crime and improve justice outcomes

### Tools for the job

- Working with the Chief Constable to invest and overhaul police training capability to ensure all officers and staff have the leadership and management capability to deliver the best service possible to the public
- Investing £29m by 2025 in the digital and ICT capability of the Force in order to enhance both operational delivery and the ability of the Police to engage with the public.
- Alongside the Chief Constable committing Wiltshire Police and OPCC to be carbon neutral by 2050 and publishing our Environmental Sustainability Strategy 2022-25 ([hyperlink](#))

#### Measuring Success – TBC further work required

- Levels of confidence in the police – new PCC engagement
- Police Officer numbers
- Proportion of officers and staff in frontline roles
- Satisfaction with councillors on engagement with Police
- Delivery of activity
- Assessment by the inspectorate

## Priority 2: Reduce violence and serious harm

I am:

### Violence Reduction

- Coordinating and working with local authorities, the NHS, businesses, voluntary sector and communities to reduce the violence including against women and girls, knife crime and gang violence

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### Violence against women and girls

- With the Police, Crown Prosecution Service, the courts and victim services deliver all national and local recommendations to significantly increase criminal justice outcomes, the speed of justice and confidence for victims of sexual offences, domestic violence and stalking and harassment
- Working with the Chief Constable to enhance Wiltshire Police response to investigate violence against women girls, focusing on preventing perpetrators from offending
- Continuing to invest in specialist victim services to provide emotional and practical support to victims and advocating and supporting improvements in criminal justice outcomes
- Lobbying for legislation for misogyny to become a hate crime

### Child Abuse, Exploitation and Modern Slavery

- Working with our partners to ensure we are intervening early to safeguard, protect and divert people away from offenders targeting them for abuse, exploitation and modern slavery.
- Bring offender to justice and focus on targeted action to reduce offending to protect victims.

### Drugs, County Lines and Serious Organised Crime

- Working with the Force to eliminate the threat from serious organised criminals and to reduce the harm they cause through violence, drugs and exploitation
- Working with partners to prevent young people being lured into drugs and criminal activity, particularly gangs and organised crime

#### Measuring Success

- Number of homicides (HO measure)
- Number of hospital admissions of under 25s for assault with sharp object (HO measure)
- Number of offences involving the discharge of a firearm (HO measure)
- Violent crime rates (all) (HO measure)
- Violent crime rates (domestic violence) (HO measure)
- Criminal justice outcomes and timeliness of sexual offences and domestic abuse
- Confidence in policing and criminal justice

### Priority 3: Tackle the issues that matters to communities

I am:

#### Antisocial behaviour

- Working with Wiltshire police, town councils, local authorities and partners to identify hotspots of anti-social behaviour and to utilise fully all of our collective powers to reduce anti-social behaviour through preventative and enforcement

#### Road Safety

- Increasing the Force enforcement capability through the employment of more designated specialist enforcement officers and the better coordination and targeting of the Force's specialist traffic and other deployed units
- Improving the coordination of Community Speed Watch Teams and utilising their data from Autospeedwatch cameras and Speed Indicator Devices to enhance the targeting of speeding hot-spots and persistent offenders.
- Working with Councils and the Road Safety Partnership to improve road measures, better educate road user and design the road network to make them safer.

#### Rural Crime

- Working with the farming community, National Farmers Union and local councils to share information and intelligence and identify those ongoing criminal activities that are the greatest threat to our rural communities and environment.
- Working with the Chief Constable to increase the numbers of officers and specials directly involved in the Rural Crime

Team and to improve their transport and technical means to tackle rural crime

#### Fraud & Cybercrime

- Increasing the awareness and crime prevention advice to help people and businesses to prevent cyber and online crime as possible
- Working with the Chief Constable to make the public aware and protect children, young people and themselves from threats online

#### Trust and confidence in Policing

- Receiving all police complaints to resolve them as soon as possible, they are investigated and when required action is taken to improve the service
- Working with the Chief Constable to have a police workforce that reflects our communities diversity, with an inclusive culture delivers confidence and trust in all communities
- Working with the Chief Constable to protect and increase trust and confidence by deal robustly with officers and staff who do not meet the police values of public service, integrity, impartiality and transparency

Measuring Success – TBC further work required

- Reduction in Neighbourhood crime (HO outcomes)
- Levels of confidence in the police – new PCC engagement
- Increased speeding enforcement
- Reduction in cybercrime (HO outcomes)
- Confidence in rural communities

## Priority 4: Improve the experience of victims and deliver justice

I am:

### Victim's care and support

- Commissioning Wiltshire Police to provide the Horizon Victim Care Unit, providing a single point of contact for victims of crime
- Commissioning services for young people and adults to help people cope and recover from the impact of crime
- Commissioning specialist support services for victims of domestic abuse, sexual offences and
- Working with the Chief Constable to ensure Wiltshire Police comply with the Victims Code of practice standards

### The Criminal Justice System

- As Chair of the Wiltshire Criminal Justice Board (WCJB), coordinating criminal justice agencies to deliver criminal justice system which has the confidence of our communities by delivering a fair, timely and high-quality service for all
- Effective, efficient, and high-quality criminal justice system
- Supporting the effective delivery of video enabled justice and digital court ICT to manage criminal cases digitally
- Work with the PCCs in Dorset and Hampshire and the WCJB to speed up justice, reduce backlogs and to have efficient and effective CJS process
- Working with the Chief Constable and Crown Prosecution Service to improve quality of investigations to secure more criminal justice outcomes
- Increasing confidence, transparency, and tackle disproportionality in the criminal justice service

### Restorative Wiltshire

- Delivering the new Restorative Wiltshire strategy to enhance the support to organisations to work restoratively practices helping prevent offending and help victims cope and recover

### Reducing Reoffending

- Reducing reoffending 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
- Working with the Police and National Probation Service to deliver the Integrated Offender Management service
- Working with the NHS and Justice System to ensure offenders with mental ill health get the treatment they need
- Improving support for veterans in the criminal justice system to keep meeting the Military Covenant

### Measuring Success – TBC

- Victims satisfaction (National Outcome & OPCC measure)
- DA victims satisfaction (National Outcome)
- Compliance with victims code
- Stopping repeat offenders and reducing repeat victims
- % of crimes having a criminal justice outcome
- How long it takes for cases to go to courts
- % of restorative approaches and other interventions

## Roles and responsibilities

The respective roles in policing are determined by Acts of Parliament and the policing protocol, which sets a framework for the PCC and Chief Constable to work together

### PCC

- Responsibility for the totality of policing in their area and ensuring the police force is effective and efficient
- Elected by the public to represent their views on policing and crime
- Appoints and dismisses the Chief Constable
- Holds the Chief Constable to account for delivering an effective and efficient police service
- Publishes the Police and Crime Plan which sets the strategic direction, after consulting with local people
- Sets the police budget and decides how much people will pay towards policing from their council tax, as well as priorities for resources, linked to their plan
- Responsible for local victim support services and funding crime prevention services to help keep communities safe
- Coordinating the criminal justice system to reduce crime and improve services
- Responsible for fulfilling all statutory and legal obligations of the office of Police and Crime Commissioner
- Create an Executive Leadership Group consisting of the executive leadership teams of both the OPCC and Police that will meet monthly in order to manage the delivery of the plan against identified measurements of success, which will report decisions to the Police and Crime Panel and the public, such that they can hold the PCC accountable.

### Chief Constable

- Leads Wiltshire Police, responsible for the delivery of effective and efficient policing services
- Responsible for maintaining law and order
- Accountable to the PCC for delivering the Police and Crime Plan, the Force Performance and
- Operationally independent on day-to-day policing of the force. With total discretion whether to use police officers and staff and where to conduct investigations
- Responsible for the conduct and work of their officers and staff, and reallocating them to meet immediate demands
- Helps development of regional and national policing
- Responsible for fulfilling all statutory and legal obligations of the office of Chief Constable

### Police and Crime Panel

- Supports and challenges the Police and Crime Commissioner
- Has the power to request reports and call the Commissioner to attend its meetings
- Reviews the Police and Crime Plan and annual report
- Scrutinises (with an option to veto) the Commissioner's proposed council tax precept for policing
- Confirms the proposed appointments of Chief Constable and OPCC statutory officers
- Scrutinises the actions and decisions of the Commissioner
- Considers complaints of a non-criminal nature against the Commissioner

## **Local Cooperation and Collaboration**

I cannot deliver the priorities in the plan alone. Protecting our communities is not just a policing and criminal justice response but a partnership with our communities to keep us safe, prevent crime and bring offenders to justice.

### **Focus on Delivery**

I am creating and will chair an Executive Leadership Group consisting of the executive leadership teams of both the OPCC and Police. I will lead this monthly to manage the delivery of this plan and I will update the Police and Crime Panel and the public against progress on my plan so they can scrutinise and support its delivery.

### **Being the voice of local communities**

I am working hard to fulfil my leading role of being your representative for issues of crime and policing. This means I need to fully understand everyone's experiences, views and priorities, and involve you in the key decisions I make that affect you.

This plan has been shaped by an extensive consultation and engagement process, but this is not a one off. I will continue to make myself visible and accessible for you.

I am also building relationships across the area to hear from community leaders, elected representatives and community groups. I will continue to listen and discuss how we can improve our policing service and make people safer.

### **Communities helping to fight crime**

There are already hundreds of people who support Wiltshire Police and my office to tackle speeding, active members of

Neighbourhood Watch, becoming Special Constables and helping to provide services to victims, and offenders. I will continue to support work to the ability for communities to play a vital role in delivering this plan.

### **Community Safety Partnerships**

There are two Community Safety Partnerships for Swindon and Wiltshire. These partnerships bring together Local Authorities, the Police, the OPCC, Probation and others to increase community resilience, reducing vulnerability and exploitation and tackle crime.

I will continue to work with the CSPs to help deliver this police and crime plan, keep a focus on tackling issues that matter to our communities and support the National Crime and Policing measures.

### **Wiltshire Criminal Justice Board**

I chair the Wiltshire Criminal Justice Board (WCJB) and work with my other Justice Board chairs, the PCCs of Dorset and Hampshire to deliver a fair, timely and high-quality justice system. Helping to coordinate the Police, Crown Prosecution Service, the courts, probation and the prison service.

The WCJB Strategy delivers significant parts of this Plan, particularly services for victims, reducing reoffending and increasing confidence.

[Link to WCJB when published strategy](#)

## National and Regional Policing Strategies

### National policing requirements Strategic Policing Requirement

The Home Secretary has identified six national threats that all police force areas must demonstrate they have the plans and capability to respond to and support national work to keep the country safe.

These threats are

- Terrorism.
- Public disorder.
- Serious and organised crime.
- Child sexual abuse.
- Civil emergencies; and
- Cyber security incidents

The threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces, resulting in a national response. I must have “due regard” to these threats when setting this plan and I will work with the Chief Constable to ensure that Wiltshire Police support national requirements and is ready to respond to these threats.

### National Crime and Policing measures

The government has established National Crime and Policing Measures of

- Reducing murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber crime
- Improve satisfactions among victims, particularly victims of domestic abuse

I am integrating these measures into how I monitor performance of the force and wider partnerships. I will explain to you how Wiltshire Police are performing against these measures.

### Policing Vision 2025

The Policing Vision 2025 sets out the future for policing over the next four years and will shape decisions about how police forces use their resources to keep people safe. It has been developed by the Association of Police and Crime Commissioners and the National Police Chiefs’ Council in consultation with the College of Policing, the National Crime Agency, staff associations and other policing and community partners. My plan supports this national policing vision, and I will continue to support its delivery as PCC locally, regionally and nationally.

### Southwest & National Collaborations

I will continue to work with other PCCs, Chief Constables and partners to work collaboratively to deliver my priorities and provide an efficient and effective police service for the people of Wiltshire. These include

- Regional Organised Crime Unit - who targeting organised criminal
- Major Crime Incident Team – who investigate murder, abductions and complex crime
- Blackrock police firearms training facilities
- Regional forensic services
- National Police Aviation Service
- Regional and national police procurement
- Police ICT Company

## **Policing Budget and Precept**

Due to the timing of this draft, this section will be completed following notification of the Wiltshire policing grant and precept proposals by the PCC.

### **It will include**

- Summary of MTFS and precept proposal
- Funding position
- Police funding reform
- POA & PCC funding breakdown table
- PCC Commissioning budget link to website

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