

Wiltshire and Swindon

pcc

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Office of the Police and Crime Commissioner

OPCC Delivery Plan

April 2024 - March 2025



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Introduction



Welcome to the Office of the Police and Crime Commissioners (OPCC) Delivery Plan for the fiscal year 2024-25. The Police and Crime Commissioner (PCC) and I are steadfastly committed

to ensuring the OPCC delivers a proficient and impactful service, in alignment with the PCC’s overarching mission of Making Wiltshire Safer.

This annual OPCC Delivery Plan serves as a roadmap, outlining clear directives for the OPCC and demonstrating how we will contribute to the realisation of the PCC’s priorities as outlined in the Police and Crime Plan 2022-25.

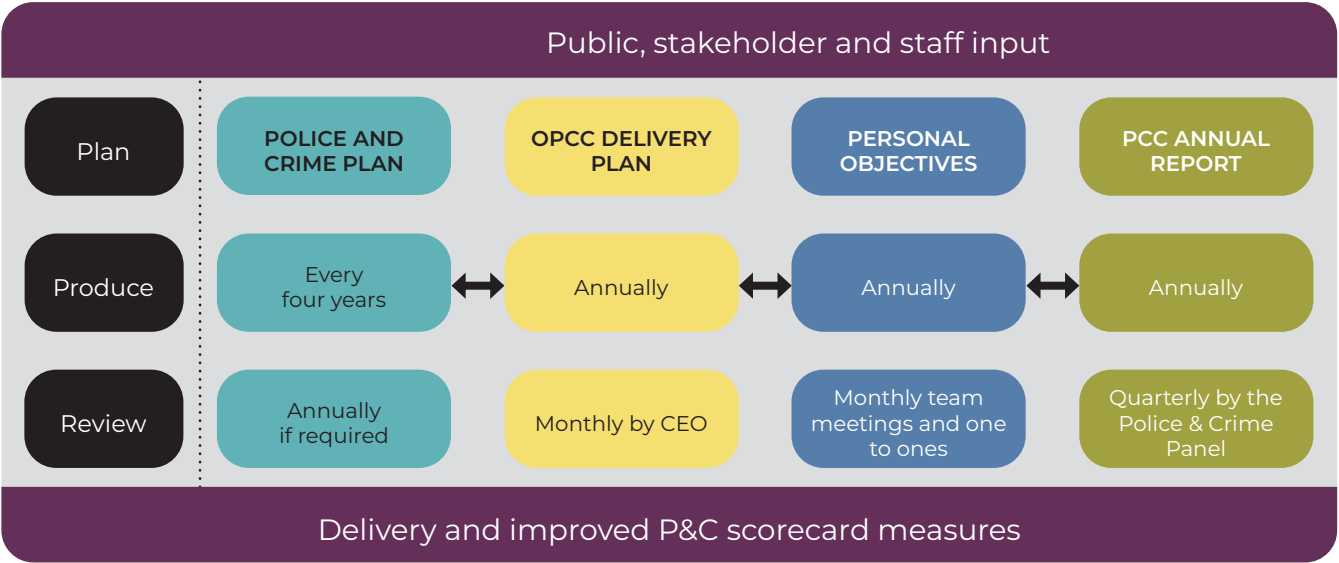
Mandated by Parliament, the OPCC shoulders a breadth of responsibilities in collaboration with the PCC, spanning from: setting strategic directions, priorities, and budgets for policing to ensuring the effectiveness and efficiency of law enforcement, and delivering essential services to the public. Central to this

mandate is the PCC’s pivotal role in engaging and representing the voices and needs of the people of Wiltshire and Swindon.

This Delivery Plan not only empowers the OPCC to function effectively, as an organisation, but also underscores the personal development and efficacy of each team member. Our process for crafting the work program undergoes refinement each year, ensuring a dynamic cycle of improvement and alignment with strategic objectives.

As an OPCC, our unwavering commitment is to deliver services that are not only effective and efficient but also deeply rooted in the values articulated in the Police and Crime Plan. At the heart of our endeavours lies a dedication to public service. We strive to enhance public safety, diligently working to maximise the benefit to our community and county.

Naji Darwish
Chief Executive Officer, Office of the Police and Crime Commissioner



The role of the Police and Crime Commissioner



The PCC is responsible for the totality of policing in the area, and the OPCC is primarily in place to support the PCC in meeting these obligations. This is coordinated through setting a strategic direction for community safety, policing, and justice. Alongside this, the PCC is responsible for holding the Chief Constable to account for an effective and efficient policing service.

The PCC aims to cut crime and deliver an effective and efficient police service within their police force area. The PCC is elected by the public to hold Chief Constables and the force to account, making the police answerable to the communities they serve.

The PCC ensures community needs are met as effectively as possible and is dedicated to improving local relationships through building confidence and restoring trust. The PCC works in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

The OPCC supports the PCC to meet the following responsibilities:

- Ensuring there is an efficient and effective police force
- Appointing, and if necessary, removing a Chief Constable
- Scrutinising, challenging, and supporting the Chief Constable and Force to deliver an effective and efficient policing service
- Through the Police and Crime Plan setting a strategy with priorities, and then resourcing for policing and community safety
- Fulfilling the legal requirements of the Policing Protocol Order
- Representing the public's demands and concerns for policing
- Bring together community safety and criminal justice partners, to make sure local priorities are joined up.
- Coordinating the criminal justice system

- Setting the annual policing budget and the precept
- Commissioning a range of services to deliver the Police and Crime Plan, including support services for victims of crime
- Engaging with members of the public, specifically victims of crime
- Updating the public in the progress against the Police and Crime Plan



OPCC Delivery Plan: April 2024 - March 2025



- Playing a local role in tackling national and regional criminal activity and threats set by the Home Secretary.

The PCC has also decided to be responsible for the following additional functions:

- The owner of all Wiltshire Police assets and contracts
- Responsible for police complaints service recovery, including initial recording, initial contact, and resolution. If required, investigation or concern conduct is passed to the police professional standards department



- Employer and host of estates, finance, legal and communication staff, these teams provide shared services to both the OPCC and Wiltshire Police.

In addition to commissioning services for victims, the PCC has taken on extended commissioning responsibilities. This includes working with local partners to commission such interventions as reducing reoffending services, youth diversion schemes, drug, and alcohol services, as well as supporting local Community Safety Partnerships and providing a financial contribution to the Youth Justice Service.

The PCC's Police and Crime Plan sets the scope and the outcomes for the OPCC's part in supporting the plan.



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What is the OPCC?

The role of the OPCC is to support the statutory functions of the PCC, with a key focus on supporting delivery against the local Police and Crime Plan.

The OPCC comprises of a team of staff delivering against core functions including performance and oversight, commissioning, public engagement and communication, complaints handling, budget setting and finance, strategic planning and partnership working.

By law, all PCCs must employ a Chief Executive / Monitoring Officer (CEO) and a Chief Finance Officer (S151 officer). These are known as the two statutory officers. The S151 officer is financially qualified individual and is responsible for ensuring all financial administration is properly administered.

Every PCC must have a CEO in post who will support and advise the PCC and assist in the discharge of all their statutory duties. The CEO occupies a critical position in the OPCC. They have responsibility for ensuring the effective implementation of the PCC's strategy and effective use of the PCC's resources, compliance with the full range of statutory duties and responsibilities, and the setting and maintenance of high standards of conduct in accordance with the Nolan principles.

The post of CEO is politically restricted, and the post holder must be appointed on merit. The Chief Executive also acts as the 'Monitoring Officer' under section 5(1) of the Local Government and Housing Act 1989. This role ensures compliance with the law or identification of any activities that would constitute maladministration.



The Chief Executive is also the 'Head of Paid Service.' The role of the Head of Paid Service is to determine how much resource is necessary and how many staff are required, to manage and deliver the priorities requested by their PCC and effectively discharge the statutory responsibilities of the PCC and his/her statutory officers.

The CEO will typically work closely with the PCC, the Chief Constable (CC), the Chief Finance officers (CFOs) in the OPCC and Force, and with other senior managers to ensure delivery of the PCC's vision, strategy, and priorities. The CEO will also ensure rigorous scrutiny of the police force's activities in support of the PCC's statutory duty to hold the CC to account. The CEO also ensures the effective strategic and operational leadership of the OPCC.

Vision, Mission and Values



VISION

To make Wiltshire a safer place to live, work and visit; working to prevent and reduce crime and harm to victims



MISSION

To engage, collaborate, implement, and oversee effective and efficient policing and delivery of the Police and Crime Plan across partners



VALUES

The PCC and OPCC share four values that explain how we work together, with our partners and our communities

OPCC CORE VALUES



Delivering the Police and Crime Plan

The OPCC Delivery Plan 2024-25 aligns with the overarching vision outlined in the Police and Crime Plan 2022-25. This document articulates the vision and priorities aimed at fostering safer communities across Wiltshire and Swindon, not merely as places of residence, but also as vibrant hubs for work and leisure.

The Police and Crime Plan (PCPlan) serves as the guiding beacon, charting the course for policing, community safety, and criminal justice coordination within our jurisdiction. It sets forth the direction, priorities, and allocation of resources, underpinned by a commitment



to independent scrutiny and support provided by the Police and Crime Panel, acting on behalf of the public.

At the core of the PCPlan are a series of priorities, each accompanied by a comprehensive framework of outcomes, objectives, and commitments, outlining the actionable steps the PCC will undertake to realise these goals. This blueprint not only serves to direct the activities of Wiltshire Police, the OPCC, Community Safety Partnerships, and the Wiltshire Criminal Justice Board, but also provides a roadmap for cohesive and coordinated action.

Central to our strategic framework is the intrinsic link between OPCC initiatives and the delivery of the PCPlan, as well as our steadfast commitment to supporting the PCC while delivering an effective and efficient service. The work of the OPCC is divided into two key strands: firstly, the



daily operational activities that our teams undertake to serve the PCC and the public; secondly, a targeted programme aimed at implementing specific improvements aligned with the objectives of the PCPlan.

Contained within this document are detailed insights into how the OPCC is actively contributing to the fulfilment of the PCPlan objectives, as well as defining our organisational improvement initiatives slated for the fiscal year 2023/24 (Appendix A).

Our key activities in 2024-25:

- We will commission the Youth Voice programme to enable young people to



influence decisions about policing and crime prevention in Wiltshire and Swindon.

- We will provide an uplift in funding for the Blunt Truth intervention. This is a schools-based programme warning of the dangers of knife crime. It can now be offered to up to 30 schools across the County, based on the success from last year.
- We are coordinating the funding of £1m worth of activity under the Home Office's Safer Streets programme, including the provision of street wardens in Trowbridge and Salisbury focused on reducing violence against



women and girls and improving feelings of safety, outreach youth work and mentoring programmes for young people at risk of criminality and community initiatives to support neighbourhoods in preventing and reporting crime.

- The Serious Violence Duty has continued to drive activity across Wiltshire to better understand what serious violence in Wiltshire looks like, why it happens and what the drivers of this type of criminality are. We also continue to lead work on understanding and assessing the partnership response to serious violence, to drive improvement and closer partnership working. We will also deliver around £250,000 worth of violence reduction programmes for the community, to safeguard children and young people and disrupt high risk offenders whose criminal behaviour is linked to serious violence.
- We will commission a new service for people affected by domestic abuse in Swindon to ensure local victims are able to access improved support.
- We will commission a new Victim Voice survey, co-ordinating this with partner agencies and we will develop new



opportunities for victims of crime to feedback and share their views.

- We will continue to deliver victim support services across the area, investing over £2.55m locally each year, and will continue to improve and develop services in response to feedback and local need support for young victims of crime.
- We will continue to co-commission and fund services for offenders in the criminal justice system with alcohol and substance misuse issues.



- We will continue to support those with neurodiverse conditions in the criminal justice system, helping criminal justice partners develop a consistent approach to working with neurodivergence.
- We will continue to deliver the Independent Custody Visitor Scheme. Independent Custody Visitors (ICVs) are members of the public recruited by the

Police and Crime Commissioner on a voluntary basis to visit police stations at random to check on the treatment of people held in police custody and to ensure that their rights and entitlements are upheld.

- We will continue to support the development of the Dogs Trust Animal Welfare Scheme, which provides a framework for independent scrutiny visits to check and report on the welfare of police dogs within police stations, dog units, training centres, kennel facilities and other venues.

- We will deliver a series of communications campaigns to support the wide range



of activity undertaken by the OPCC in line with the Police and Crime Plan.

- We will ensure the public's voice in policing is heard, listened to and faithfully replicated by the PCC. This vital engagement and feedback influences how services are delivered but also helps the PCC hold the Chief Constable to account for an effective and efficient police service.

- We will ensure that a broad range of information is available to the public via the OPCC website to promote transparency, accountability and public awareness.

- We will provide funding for a range of community groups and local organisations through the Community Action Fund in support of the Police and Crime Plan priorities.

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Accountability and decision making



In accordance with the Police Reform and Social Responsibility Act 2011, the governance framework governing Police and Crime Commissioners (PCCs) and Chief Constables is firmly established. This framework is strengthened by the Policing Protocol Order, which outlines the relationship between PCCs and Chief Constables, supplemented by statutory orders offering additional guidance.

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While the PCC and Chief Constable possess distinct roles, their functions are interdependent yet independent, ensuring a symbiotic relationship in the pursuit of effective policing and governance.

Under the auspices of the Act, the Chief Executive (CEO) assumes the pivotal role of monitoring officer, entrusted with the responsibility of ensuring organisational compliance with the law through regular review of governance arrangements. To this end, the Office of the Police and Crime Commissioner (OPCC) and the Police Force have collaboratively devised a robust corporate governance framework, known as the Scheme of Governance. This scheme comprises four key documents, namely:

- **Code of Corporate Governance:** Articulates the fundamental governance principles guiding the operations of the OPCC.
- **Scheme of Delegation:** Specifies the powers delegated by the PCC and Chief Constable to the Chief Executive or relevant Chief Financial Officer (CFO).
- **Financial Regulations:** Encompasses the financial protocols governing the

operations of both Wiltshire OPCC and Wiltshire Police.

- **Contractual Regulations:** Outlines the contractual guidelines governing the operations of both Wiltshire OPCC and Wiltshire Police.

In adherence to our commitment to transparency and accountability, the OPCC is dedicated to ensuring that all significant decisions are duly documented and made accessible to the public. To this end, a 'decision notice' is published on the OPCC website for each significant decision, providing insights into the advice received from the CEO and CFO in the decision-making process. These documents are readily accessible on our website, fostering transparency and public trust in our governance processes.

The OPCC manages a programme of external scrutiny functions including the Police and Crime Panel, JIGRAC (Joint Independent Governance Risk and Audit Committee) and several scrutiny boards, providing public oversight to policing activity and ensuring transparency and accountability.





Partnership arrangements

Collaboration with our partners stands as a cornerstone in our mission to uphold the safety and well-being of Wiltshire and Swindon, while ensuring the provision of efficient and effective public services.

Our commitment to safeguarding communities extends beyond the conventional realms of policing and criminal justice. It encompasses a proactive approach aimed at tackling the root causes of crime to prevent its occurrence. The Police and Crime Commissioner assumes a pivotal role in fostering collaboration among partners to not only enhance policing, but also address broader societal issues that contribute to the demand on policing services.



At the heart of our collaborative efforts lie engagements with a diverse array of public bodies and partnerships, spanning areas such as safeguarding, vulnerability, mental health, substance misuse, and housing. Through active participation and leadership in these forums, we seek to address multifaceted challenges comprehensively and effect positive change within our communities.

Our commitment to collaboration extends beyond regional boundaries, as we actively engage with other police forces and emergency service partners. This collaborative approach ensures a cohesive and coordinated response to emerging challenges, bolstering our collective efforts in maintaining public safety and well-being.

By fostering robust partnerships and engaging in collaborative practice, we aim to cultivate a safer and more resilient community, where the collective efforts of all stakeholders contribute to the realisation of our shared vision for Wiltshire and Swindon.

Some of the partners include:



APPENDIX A: Delivery of OPCC activities

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

Priority outcome: An increase in the public feeling that Wiltshire Police are good/excellent at dealing with crime and ASB (Anti-Social Behaviour) in their area		
OPCC activity	How will this contribute to the priority outcome?	How will we know it is effective?
Administer independent scrutiny of custody and animal welfare arrangements	This will provide independent oversight of our arrangements of custody and animal welfare, through a scheme of independent visitors	We will measure the number of recommendations made by independent visitors
Communications campaign	This will help the public understand the role of the police and partners in making Wiltshire safer	We will undertake a survey of the public each year, seeking to improve on a baseline of 25.8%
Commission the Youth Voice to enable young people's voice to influence policing practice	This will help young people to influence decisions about policing and crime prevention in Wiltshire and Swindon	We will see an increase in the adoption of recommendations made by Youth Commissioners into policing practice
Complaints handling	Complainants will be heard, and practices improved as a result. This will help communities feel heard	We will see an increase in the satisfaction rates of those who have complained to the OPCC
Delivery the PCC's Estates strategy	Provide new police estate in the south of the policing area and remodel Police HQ	Programme will continue to progress to planning stages
Increase the timeliness of complaints being triaged by OPCC complaints team	Resolving appropriate police complaints quickly increases confidence and ensures members of the public get the service they require	Timeliness of contact by complaints team reduces

PRIORITY 2: Reduce violence and serious harm

Priority outcome: A reduction in violent crime		
OPCC activity	How will this contribute to the priority outcome?	How will we know it is effective?
Blunt Truth	The Blunt Truth is an education programme teaching young people the risks of carrying knives. The programme will seek to reduce knife carrying	We will undertake an evaluation of the Blunt Truth to monitor the impact on attitudes of attendees
We will commission a new service for people affected by domestic abuse in Swindon to ensure local victims are able to access improved support	Domestic violence is a significant volume of crime in Wiltshire and Swindon. Enabling access to support will help victims be more resilient and reduce incidents	We will monitor service users' feelings of personal progress
Serious Violence	We will deliver around £250,000 worth of violence reduction programmes for the community, to safeguard children and young people and disrupt high risk offenders whose criminal behaviour is linked to serious violence	We will seek to reduce knife crime, hospital admissions for injuries with a weapon, and homicides

PRIORITY 3: Tackling the crimes that matter most to communities

Priority outcome: An increase in perceptions of safety linked to neighbourhood crime and ASB		
OPCC activity	How will this contribute to the priority outcome?	How will we know it is effective?
We will support partners to develop a comprehensive Anti-Social Behaviour (ASB) strategy	This will ensure there is a consistent model of ASB delivery across the force area, tackling incidents, holding perpetrators to account, and supporting vulnerable victims	We will monitor outcomes of ASB reports
We will deliver the Home Office Safer Streets programme, supporting interventions in hotspots for ASB. Neighbourhood crime and Violence against Women and Girls	Reducing those crimes which have the biggest impact on feelings of safety will help residents feel safer and have greater confidence	We will reduce relevant crime and ASB in the hotspot areas

We will support a broad range of community organisations to deliver local interventions through the Community Action Fund	Local organisations are well placed to deliver interventions which impact positively on neighbourhood crime and ASB issues	We will seek an evaluation of each Community Action Fund recipient
Development of Business Crime Prevention delivery plan across the partnership	Bring together partners and communities to prioritise action to reduce crime against buisness	Increased confidence with retailers and reductions in shoplifting
Support the delivery of the rural crime reduction delivery plan	Bring together the rural communitie, policing and partners to prioritise action to reduce crime against in rural communities	Increased confidence with rural communities and reductions in rural crime

PRIORITY 4: Improving the experience of victims and delivering justice

Priority outcome: Increase victim satisfaction and reduce reoffending		
OPCC activity	How will this contribute to the priority outcome?	How will we know it is effective?
We will commission a new Victim Voice survey, co-ordinating this with partner agencies and we will develop new opportunities for victims of crime to feedback and share their views	The feedback will help us understand the effectiveness of the support we provide victims and enable us to evidence changes in practice as required	We will use the survey results to track improvements in feelings of safety
We will continue to deliver victim support services across the area, investing over £2.55m locally each year, and will continue to improve and develop services in response to feedback and local need support for young victims of crime	Victims will be supported to recover from their experiences and have better life outcomes as a result	We will monitor the impact on victims using the Victim Voice survey
We will undertake a review of service for people with learning difficulties and autism in the criminal justice system	Ensuring that people with mental health, learning difficulties and neurodivergence receive the best support will reduce the likelihood of them reoffending	We will assess all of our providers for neurodiversity inclusivity, and seek to achieve 100% compliance

We will commission services for offenders in the criminal justice system with alcohol and substance misuse issues	Providing support for those offenders with drug and alcohol issues will remove a key driver for their offending behaviour and reduce crime	We will achieve an increased number of offenders in treatment with positive completions, improved health outcomes, and a positive impact on reoffending
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OPCC Development actions 24/25

These are the organisational improvements the OPCC will deliver in 2024/25 to continue to provide infrastructure and capacity for the OPCC to develop and deliver.

Organisational aspect	Activity	How will we know it is effective?
Leadership, trust and personal accountability	Establish a line managers forum and briefings to ensure consistency of approach and sharing best practice	Continued high scores in staff survey scores relating to leadership and management
	Deliver new internal communications plan to ensure share have access to information, can input into OPCC development and understand their roles within the OPCC	Improved staff survey scores relating to being kept informed and aware of change
Objective measurement and performance	Review the PDR process and departmental performance framework within the OPCC	New processes in place
Processes, policies and systems	Audit and review all OPCC policies, procedures and processes to improve compliance, consistency and ethical OPCC operations	Policy review completed with increased awareness of policies and compliance
Tools and training	Develop, with our staff, an OPCC learning and development framework	New framework is in place
	Develop a new staff induction process	Staff induction process in place
	Implement and embed a case management system to improve effectiveness and efficiency to support legal services	Effective case management system in place

APPENDIX B: Outcomes framework

The activity of the OPCC contributes towards the four Police and Crime Plan objectives. Each of these has a dedicated outcome measure.

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

AIM: An increase in the public feeling that Wiltshire Police are good/excellent at dealing with crime and ASB in their area	BASELINE: 54.9% AGREE Wiltshire police and local council are dealing with the anti-social behaviour and crime issues that matter in the local area (Office for National Statistics (ONS), CSEW June 2023)
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PRIORITY 2: Reduce violence and serious harm

AIM: Reductions in violent crimes	BASELINE: 23.1 violent against the person offences/1000 as of Sept 2023 (ONS)
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PRIORITY 3: Tackling the crimes which matter most to communities

AIM: An increase in perceptions of safety linked to neighbourhood crime and ASB	BASELINE: Increase in % of survey respondents who feel much/a little safer in their local neighbourhood than two years ago (baseline to be set in June 2024 survey)
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PRIORITY 4: Improving the experience of victims and delivering justice

AIM: An increase in perceptions of safety linked to neighbourhood crime and ASB	BASELINE (baseline ready by mid-April): March 2024: 74.5% Overall victim satisfaction rate. 21.1% of offenders in Wiltshire reoffended April 2020/March 2021
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