



FORCE MANAGEMENT STATEMENT 2019

PUBLIC SUMMARY



FORWARD



Welcome to the public summary of the Wiltshire Police 2018-2019 Force Management Statement.

This document, which forms the basis of my advice to the Police and Crime Commissioner, sets out the demands and challenges we face and what we are doing to tackle these.

It also highlights the capacity and capability of the Force, what assets we have, the changing nature of the demand facing us and what our plans are over the coming months and years.

I do hope you find it useful.

Chief Constable Kier Pritchard

CONTENTS

About this report / About us	2
Understanding our demand	3
Our workforce & assets	4
Incoming demand	8
Ongoing demand	10
Our performance	12
Our capacity	15
Our capability	16
Our finances	17
Wellbeing	18
Plans for the future	18

INTRODUCTION

ABOUT THIS REPORT

Welcome to Wiltshire Police's public summary of our annual Force Management Statement (FMS).

As policing becomes ever more complex and set against a context of a continually challenging financial environment, the FMS enables us to review our current demand and make predictions in relation to potential future changes in demand for policing

services. This process assists us in considering what resource requirements we might need to respond to the changing face of demand over coming months and years to ensure we can continue to provide a good service to our communities.

ABOUT US

Wiltshire Police covers the county of Wiltshire and the Borough of Swindon, an area of 1,346 square miles, with an approximate population of 680,000.

The county remains one of the safest counties in which to live, work and visit. Crime in Wiltshire is low and is reducing against an increasing national trend.

For the last three years, Wiltshire Police have been recognised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) as a "good" Force in all three areas measured - Effectiveness, Efficiency and Legitimacy.

2018/19 has been a very challenging year for the Force operationally as, over a prolonged period, we led and responded to the Salisbury and Amesbury Novichok poisonings. This put our officers and staff under considerable strain, so we are incredibly proud to maintain good performance and progress throughout 2018/19. We remain very grateful to local communities for their support during the complex and protracted investigation.

UNDERSTANDING OUR DEMAND

The way in which we understand demand has improved considerably in the last 12 months, with greater awareness of what demand is increasing, how we predict future changes in demand and what we need to do to be best placed to respond to calls for service.

When we refer to incoming demand, this includes the amount of incident logs, crimes recorded and non-crime incidents that we deal with.

In addition, the Force's current wider understanding of demand comes from an annual multi-agency Strategic Assessment that identifies the key areas of threat, harm, risk and

demand. This year the key areas of concern identified are: Organised Crime, Youth Crime and Gang Culture, Child Sexual Abuse and Exploitation, Modern Slavery and Human Trafficking, Terrorism, Road Casualties and County Lines.

In response to the changing nature of crime the Force has become more focused on hidden

threats. These complex areas of investigation have not replaced 'traditional demands' such as burglary or assaults, but do indicate that crime has become more complex in its nature. This complexity, coupled with the pace of change, has proven challenging for police forces everywhere, Wiltshire Police is no different.

Last year Wiltshire dealt with

43,246 CRIMES

THE SIXTH LOWEST VOLUME IN THE COUNTRY
AND A 0.7% REDUCTION (317 CRIMES) FROM THE PREVIOUS YEAR

This included 16,902 **anti-social behaviour** reports, 249 **Killed or Seriously Injured** road collisions, 1,565 **missing person** reports and 6,450 **domestic abuse** reports

During 2018/19 Wiltshire
Police experienced

204,140

INDIVIDUAL PIECES OF
INCOMING DEMAND

A 3 per cent increase on the
previous year

In addition, we saw

14,488

**Violence
against the
person**

3,129

Burglaries

1,680

**Sexual
Offences**

2,914

**Cyber-
related
crimes**

648

Hate crimes

In the year ending March 2019,
we received nearly

90,000

EMERGENCY 999 CALLS
and more than

250,000

CALLS TO THE 101 SYSTEM

These calls resulted in 18,000 incidents requiring an immediate response (within 15 mins urban & 20 mins rural) and 35,000 requiring a priority response (within an hour

3%

INCREASE IN INCIDENT LOGS

compared to 118,920 incident
logs the previous year

60.3

CRIMES PER
1,000 PEOPLE

Compared to an average of
72.4 crimes per 1,000 people in
other most similar forces

OUR WORKFORCE & ASSETS

In Wiltshire, we have a local policing model which brings together response and neighbourhood policing officers and staff. These are called Community Policing Teams (CPTs).

CPTs provide a multi-functional service, combining previously separate response, neighbourhood and local investigation functions, along with valuable support from our Special Constabulary volunteers.

CPTs were introduced in 2016 and are well embedded in local communities. The next step to enhance the CPTs is further focus on preventative work and problem solving with partners to enable an increase in our ability for early intervention in order to stop repeat demand.

For the last ten years, one of

the main challenges faced by the Force has been a reduction in resource levels. Overall, since 2010, the workforce has reduced in size by 14 per cent and now has 22 per cent fewer police officers.

Some of the reduction in police officer numbers was balanced by an increase in operational police staff roles, such as police staff investigators etc. In addition some of the reductions – particularly the reduction in Superintendents and Inspectors - have served to align the Force with average levels nationally.

Figures below as of March 2019

RANK	BUDGET
Chief Constable	1
Deputy Chief Constable	1
Assistant Chief Constable	2
Superintendent	13
Chief Inspector	3
Inspector	52
Sergeant	155
Police Constable	730
Student Officers	18
TOTAL	975 officers
Police staff	961
Police Community Support Officers	132
TOTAL	1093 police staff

WILTSHIRE POLICE HI



HIGH LEVEL STRUCTURE



COMMUNITY POLICING

The Community Policing model brings neighbourhood policing, response teams and local crime investigators into a single team for a more effective approach to community policing. It means there is a bigger team of officers and police staff available to attend incidents and improves communication between teams and departments.

Each Community Policing Team is overseen by a Superintendent with an Inspector and a deputy. The team is made up of a mix of police officers, Community Co-ordinators, PCSOs, civilian Local Crime Investigators and Special Constables.

We believe the new model gives the public a better service, allowing the potential for issues to be resolved at the first point of contact (101 and 999 call-takers) and giving victims a named officer or member of police staff to contact during investigations. It also encourages officers and staff to take more ownership of cases from the outset.

Our seven Community Policing Teams are:

Swindon North

Swindon South

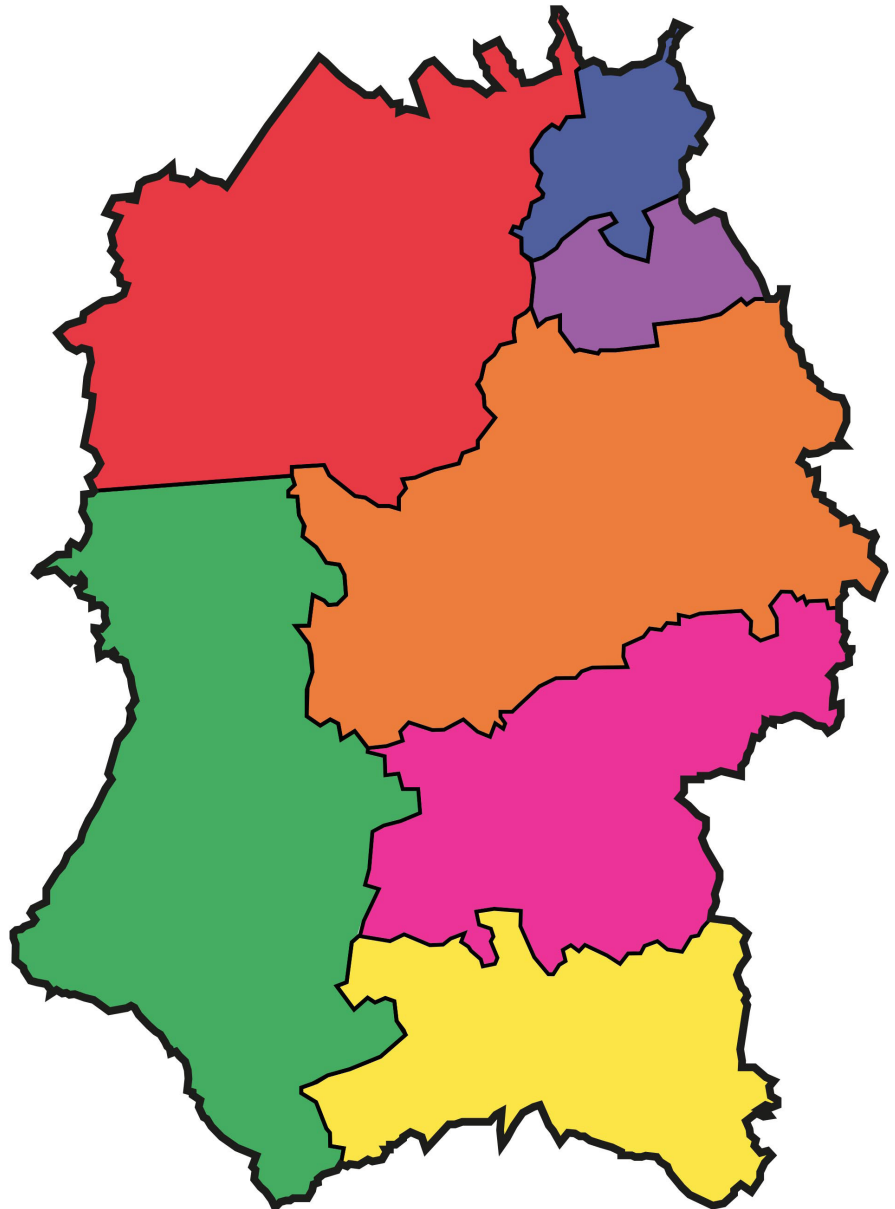
Wiltshire North

Wiltshire West

Wiltshire East

Wiltshire South East

Wiltshire South



DYNAMIC COMMAND STRUCTURE

We have dynamic response structures in place to ensure we're effective in our response to emergencies, critical incidents and threats.

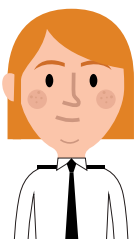
24/7 RESOURCE TEAM

GOLD COMMANDER



Duty Chief Officer kept updated on incidents and events by the FIM / Duty Superintendent as the situation requires it. Takes strategic command when appropriate to do so.

SILVER COMMANDER



Duty Superintendent providing Police and Criminal Evidence Act (PACE) cover to carry out certain reviews and decisions relating to detainees in custody), as well as on-call support to the FIM should the incident require it. Also fulfils the role of Strategic Firearms Commander.

BRONZE COMMANDER



The Force Incident Manager (FIM) is an Inspector on duty who oversees the Crime and Communications Centre (CCC). Has an oversight of everything going on and is the operational commander for the Force.

LIVE INTELLIGENCE CELL



Operating in the CCC. Team is led by a Sergeant who supports the FIM and is able to provide live intelligence in support of demand and incidents as they occur.

ON DUTY/ON CALL SPECIALIST RESOURCE TEAM

POLICE SEARCH ADVISOR (POLSA)



Offering specialist search advice and support relating to missing people.

OPERATIONS/ EVENT PLANNING



On call 24/7. Available in the event that an incident is one for which we would have a prepared planned response (eg extreme weather) Supported by an on call Resource Management Coordinator.

INVESTIGATIVE CAPACITY



Including on call Detective Inspector and Duty Detective Sergeant providing oversight of any investigation.

ON CALL HOSTAGE NEGOTIATORS



Providing support in the event of a hostage situation.

TACTICAL FIREARMS COMMANDER



Responsible for authorising the deployment of firearms to incidents. Assessing and developing intelligence/ information and developing a tactical plan. Supported by on call Tactical Advisor.

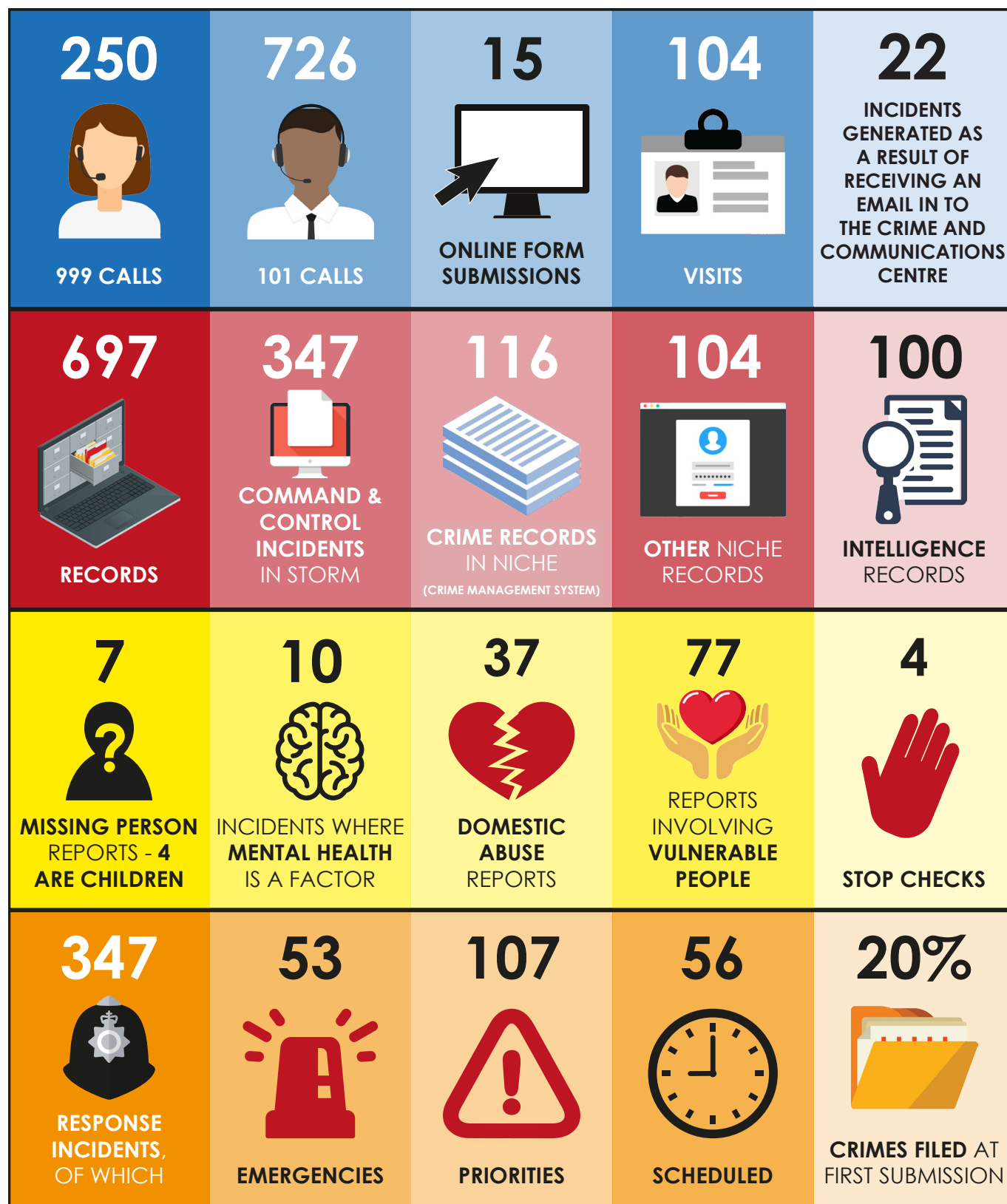
POST INCIDENT MANAGER (PIM)



On call PIM will be called in the event that a post incident procedure is required.

INCOMING DEMAND

In the last 24 months to March 2019, on an **average day** in Wiltshire and Swindon we **deal with**:



In the 12 months to March 2019, Wiltshire Police answered 94.7 per cent of 999 calls within an average of 10 seconds. This is higher than the national target of 90 per cent.



For 101 calls, 94.6 per cent were answered within 30 seconds and 67.1 per cent of Crime and Incident Bureau (CRIB) calls were also answered within 30 seconds.



The Force met its response times for 98 per cent of emergency calls requiring an immediate attendance in urban areas and 94 per cent of occasions in rural areas.

Incidents requiring a response within an hour were met 96 per cent of

In year to end of March 2019

CHANNEL	CALLS	% OF CALLS
101 non-emergency calls	250,938	51%
999 emergency calls	89,791	18%
Crime & Incident Bureau (CRIB)	154,653	31%
TOTAL	495,382	

the time. This performance demonstrates the hard work of the police officers and police staff working within the Command and Control Centre and the Community Policing Teams.

2% INCREASE

Calls to the 999 emergency number in Wiltshire have increased by two per cent over the course of the last year, following an eight per cent increase since 2016. We predict demand in this area to

increase by a further six per cent over the course of the next 12 months, equating to a potential 5,760 additional 999 calls.

12% DECREASE

Calls to the 101 non-emergency number in Wiltshire have decreased by 12 per cent this year against the previous year, which follows a 9.7 per cent reduction in 2017. We predict a reduction of 17 per cent

in the next 12 months, amounting to a potential 42,384 fewer 101 calls. We expect this decrease to continue over the next three years, with reductions between 12 and 17 per cent projected.

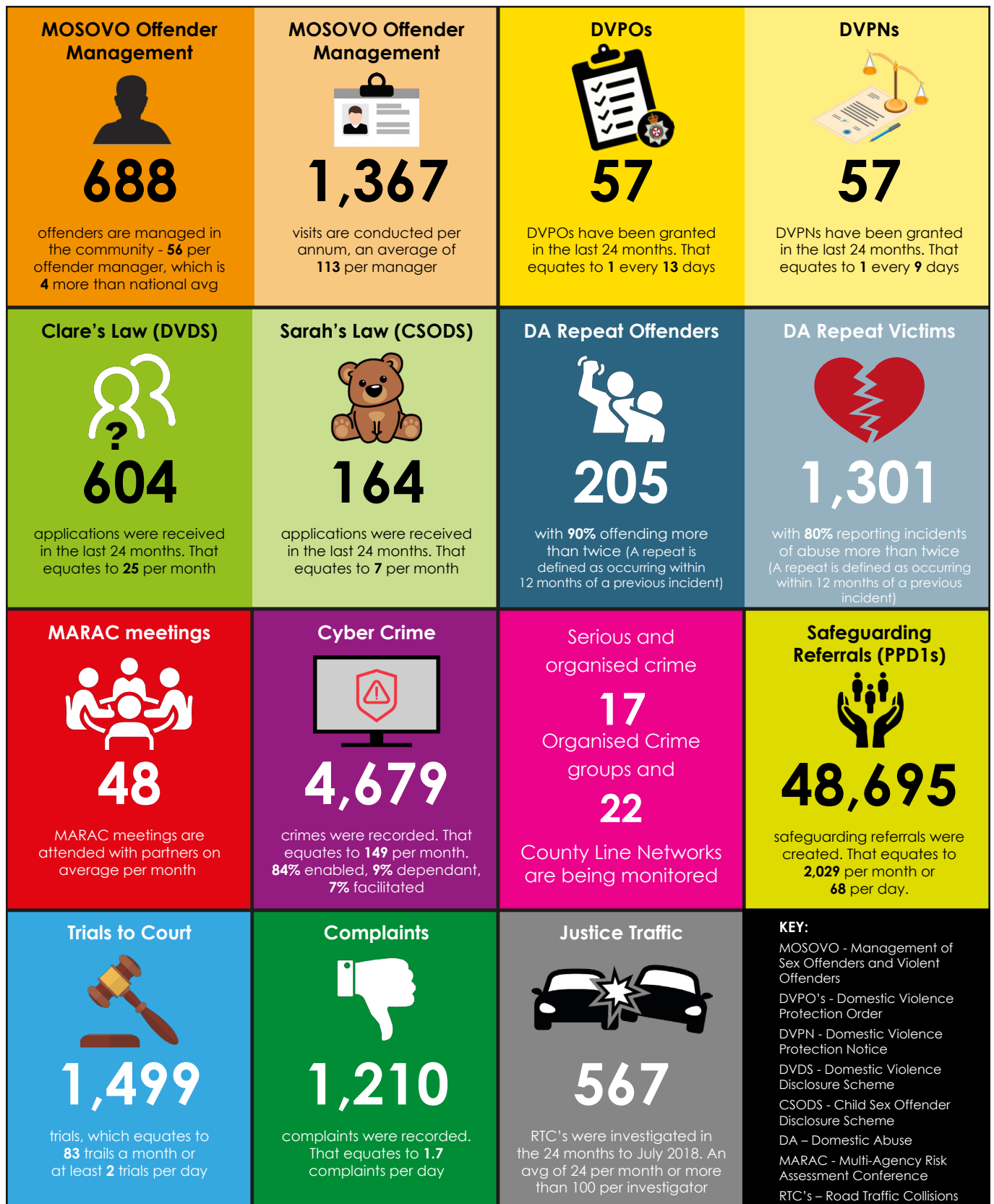
Last year, in the 12 months to March 2019, there were 43,246 crimes recorded by Wiltshire Police. This represents a reduction of 317 (0.7 per cent) compared to the previous 12 months. The recorded crime rate per 1,000 population for Wiltshire in the year to March 2019 is 60.3 crimes, significantly below the average for our group of most similar forces of 72.4 crimes per 1,000 population.

In the 12 months to December 2018, Wiltshire is one of only seven forces to have reported reductions in recorded crime.

Anti-Social Behaviour (ASB) incidents shows a significant long term reducing trend. There were a total of 16,902 ASB incidents reported in the 12 months to March 2019, which equates to a 1.9 per cent decrease on the 16,594 incidents recorded in the 12 months to March 2018.

ONGOING DEMAND

Statistics for the last 24 months to March 2019, in Wiltshire and Swindon:



DOMESTIC ABUSE

Applications through the Domestic Violence Disclosure Scheme (DVDS) rose to 342 over the last year from 262 for the previous year, which is an increase of 31 per cent.

Between March 2018 and March 2019, there were 45 Domestic Violence Protection Notice (DVPN) applications made. Of these, 87 per cent (39) were authorised by a Superintendent or above. Subsequently, 37 of these resulted in a Domestic Violence Protection Order (DVPO) being granted - an average of three per month.

REGISTERED SEX OFFENDERS

Wiltshire Police's Management of Sex Offenders and Violent Offenders (MOSOVO) team currently monitors and manages 685 Registered Sex Offenders (RSOs) living in the community.

These are managed by offender management teams, who provide them with an intense level of support and intervention in order to prevent further offending.

ORGANISED CRIME AND COUNTY LINES

Wiltshire Police recorded 26 Serious and Organised Crime (SOC) cases within

the county last year in which a member of an OCG (Organised Crime Group) was a suspect. This equates to 0.1 per cent of all crime recorded in the year to March 2019. Across Wiltshire, there are 17 identified OCGs with the ability to operate cross-border. These are all subject to ongoing mapping, assessment and review. In addition, each OCG has a dedicated Lead Responsible Officer (LRO) who drives activity and take ownership of the police's response to the threat, harm, and risk in their respective areas.

The Force is also experiencing an increase of County Lines emerging in Wiltshire's rural and urban communities and our two Dedicated Crime Teams (DCTs) actively target this issue. Safeguarding the vulnerable people, whom these groups often target, has become an additional area of focus for the teams in recent years, and adds another layer of complexity to work that is very challenging in its nature.

CYBERCRIME

Research and national scoping suggests that offences of cybercrime are going to continue to increase significantly in the years to come. In order to tackle these new crimes, Wiltshire Police now has a dedicated Digital Intelligence &

Investigations Unit (DIU). All cyber-dependent crime is now allocated to specially trained cyber investigators who have the expertise to investigate these cases. Since this unit was established, they have added tremendous value in supporting our investigative departments.

OUR PERFORMANCE

For the last three years, Wiltshire Police have been recognised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) as a "good" force in all three areas measured - Effectiveness, Efficiency and Legitimacy.

INSPECTION	QUESTION	GRADING
Effectiveness	How effectively does the force reduce crime and keep people safe?	Good
	How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?	Good
	How effective is the force at investigating crime and reducing re-offending?	Good
	How effective is the force at protecting those who are vulnerable from harm, and supporting victims?	Good
	How effective is the force at tackling serious and organised crime?	Requires improvement
	How effective are the force's specialist capabilities?	This area is not allocated a grade
Efficiency	How efficiently does the force operate and how sustainable are its services to the public?	Good
	How well does the force use its resources to meet the demand it faces?	Good
	How well does the force plan for the future?	Good
Legitimacy	How legitimately does the force treat the public and its workforce?	Good
	To what extent does the force treat all of the people it serves with fairness and respect?	Good
	How well does the force ensure that its workforce behaves ethically and lawfully?	Good
	To what extent does the force treat its workforce with fairness and respect?	Good

USER SATISFACTION

BURGLARY, VEHICLE AND VIOLENT CRIMES

The overall victim satisfaction rate in the 12 months to March 2019. This is an increase of two percentage points compared to the previous 12 months.

76%

of people said they were satisfied with our investigation into their crime.

62%

of people said they were satisfied that we were keeping them informed.

64%

of people were satisfied with the ease of contacting us.

92%

ABANDONED CALLS

The abandonment rate of 999 calls was 1.4 per cent, one per cent for 101 calls, and for Crime & Incident Bureau (CRIB) calls it was 5.4 per cent.

1.4%

of 999 calls

We are aiming to achieve an abandonment rate of less than five per cent, in line with the industry standard.

1.0%

of 101 calls

These rates continue to be monitored on a monthly basis.

PUBLIC CONFIDENCE

The level of public confidence is usually informed by the Public Opinion survey run by the Police and Crime Commissioner twice yearly.

However, the way in which members of the public are surveyed is under review so we are using data from the Crime Survey of England & Wales (CSEW) results as a measure whilst this work is underway.

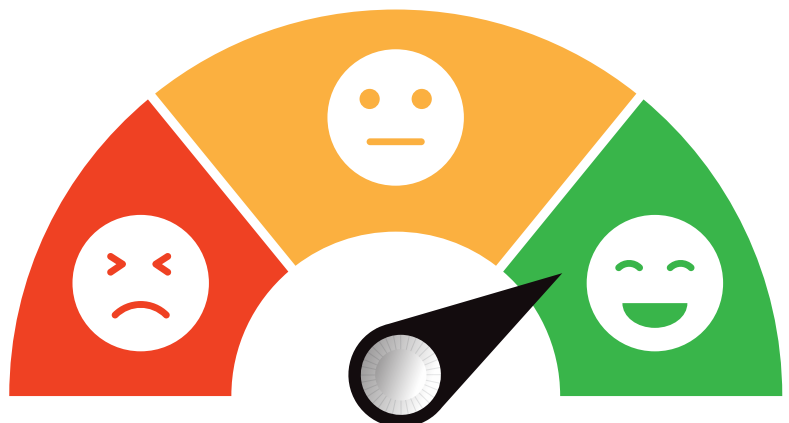
The CSEW is conducted by Kantar Public on behalf of the Office for National Statistics, and has measured crime since 1981.

The Government use this information, alongside police recorded crime, to understand the nature and extent of crime in England and Wales.

79.1%

The survey asks members of the public their opinions and experiences of crime over the last 12 months. The CSEW data for the 12 months to December shows 79.1 per cent of respondents have confidence in Wiltshire Police.

The work underway includes exploring more modern ways of asking the public how confident they feel in their local police force, for example, on digital channels, or alongside partner agencies.



CRIME OUTCOME RATES

16.4% For the year ending March 2019, our crime outcome rate was 16.4 per cent with 7,117 crimes detected.

Although compared to most similar force areas this is quite a good outcome rate, we recognise that it has declined since 2014 when it was 28 per cent. However, it does represent

an increase against the previous year (2017/18), in which the positive outcome rate was 15.7 per cent, with 6,684 crimes detected. This continues to be a key area of focus for the Force.

SUCCESSFUL OUTCOMES IN COURT

4,376 This year has seen 4,376 convictions within the county. This position has been sustained over the last couple of years, with Wiltshire demonstrating a higher conviction rate than other most similar forces.

In addition, there were 516 Community Resolutions issued.

Despite demonstrating improvements in performance in many areas, we will continue to focus on our ongoing aspiration to becoming more preventative and problem

solving focused with the aim of tackling repeat demand by dealing with its root causes. We recognise that we cannot do this alone - this needs a united effort across government and society and we will therefore be exploring further opportunities in this area working closely with partners.

COMPLAINTS

From 1 April 2018 to 31 March 2019, Wiltshire Police received 611 public complaints which led to 833 allegations, of which 83 were recorded as conduct cases. You can see a breakdown below (identifying the percentage difference from the previous year).

The number of allegations recorded per 1,000 employees

353

(-3 per cent)

The percentage of complaint cases recorded within 10 working days

55%

(-43 per cent)

Average number of days to finalise allegations by local investigation

214

(+16 per cent)

Average number of days to locally resolve allegations

104

(+32 per cent)

Average number of days it takes to finalise complaint cases

132

(+78 per cent)

OUR CAPACITY

We continue to explore innovative ways to enhance the service we provide to our communities. An example of this is through an ongoing focus on our volunteer schemes.

As of April 2019, we have:

- Four cadet units across the county, each with approximately 25 cadets
- 160 police service volunteers
- 1,087 Community Speed Watch (CSW) volunteers
- Three Bobby Vans that provide mobile workshops for Bobby Van operators and two administrators supporting referrals and activity
- 236 Special Constables with a continued focus on increasing this number year on year. Between April 2018 and April 2019, an average of 6,276 hours per month was given by the Special Constabulary to support the delivery of front line policing.

We've invested in additional recruitment co-ordinators to support the ongoing recruitment of officers and aid the promotion and process of Special Constables, who form a significant contribution to our policing efforts.

	NUMBER
Special Constabulary	236
Volunteers	160
TOTAL	396

A skills matrix is being developed to better understand in detail the skills of the staff and officers across the Force to support operational delivery. This will ensure the Force has a complete picture of the skillsets available across the organisation. This work will also enable the Force to better plan to develop its resources to meet current and changing demand.

OUR CAPABILITY

INVESTMENT IN TECHNOLOGY

Ensuring we have the best technology to help us do our job has been a key priority for Wiltshire Police in recent years, which has led to a significant investment by the Police and Crime Commissioner in laptops and mobile devices for our officers and staff.

Almost every officer and staff member has a 4G enabled laptop and personal issue mobile phone to enable them to work from any station, partnership office, or more importantly, out in the community so they can be more visible and accessible.

We have an ambitious and ongoing digital programme which oversees 29 projects and delivers the digital strategy which has three overarching principles;

- improve our visible services to the public
- improve our service delivery efficiency
- empower an agile workforce.

Recent investment will buy additional mobile fingerprint readers to be placed across all frontline teams to enable quick identification when required.

There have also been recent developments within the criminal justice arena when taking witness statements, as the new technology enables the use of a mobile



signature device to capture the signature electronically. This speeds up the process for victims and witnesses and reduces the need for revisits by officers for a wet signature.

The mobile phones frontline officers and staff have means they have instant access to a variety of important information and advice and allows them to carry out instant checks on people and vehicles in a consistent and legitimate way. This gives immediate results and assists in the demand on the Crime and Communications Centre (CCC).

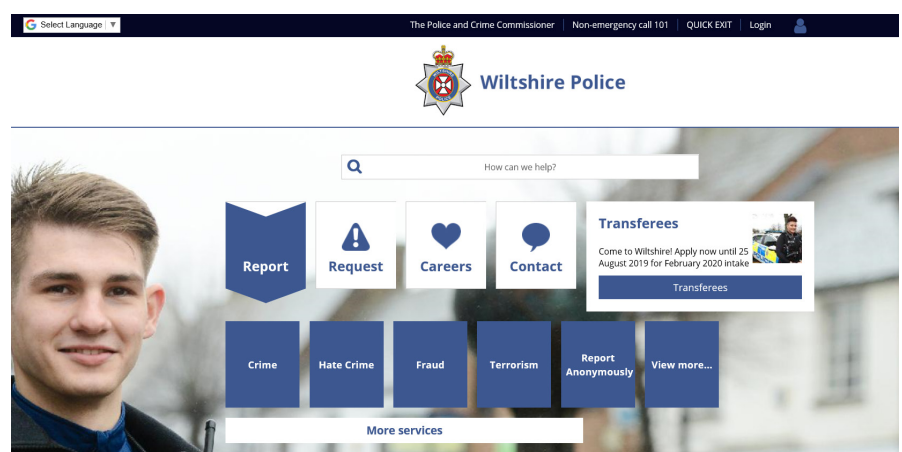
The future rollout of the digital pocket notebook (PNB), Stop Search and Intelligence reports will enable more

accurate and efficient use of an officer's time and reduce their necessity to return to the station, therefore increasing visibility and accessibility to the public.

The PCC continues to support these areas with investment in infrastructure and applications to aid the efficiency and effectiveness of policing.

A new Wiltshire Police website was launched in January 2018. There has been a 28.8 per cent increase in the number of pages viewed and a 2.2 per cent rise in the number of time the website has been visited. This suggests that when people visit the new website, they are staying for longer and viewing more information which may have contributed to our reduction in 101 calls.

In May 2019, Online Crime Reporting (OCR) also became available on the website to improve accessibility to members of the public, thus improving overall customer satisfaction.



COLLABORATIONS

Tri-Force Collaboration

The Tri-Force collaboration began in 2014 as a way of providing roads policing, armed response and police dogs more efficiently by sharing resources between Avon and Somerset, Gloucestershire and Wiltshire police forces.

However, in 2018, following a review, it was decided that the three capabilities hosted via the Tri-Force collaboration should return to local control.

We therefore worked with our officers and staff in these three areas to ensure the return of these capabilities was carried out effectively in order to best benefit our communities.

Major Crime Investigation Team

Wiltshire's Major Crime Investigation Team (MCIT) are part of the Brunel Collaboration between Wiltshire, Avon & Somerset Constabulary, in order to provide major crime capability for the region.

The Force benefits from the collaboration through an increase in skill utilisation and experience, leading to better overall capability.

The knowledge and experience gained in more serious crime investigations with neighbouring forces creates a more competent and capable team in readiness for that more serious (but less frequent) crime.

Each force funds the Brunel Collaboration as follows: 19 per cent Wiltshire, 64 per cent Avon & Somerset, and

17 per cent Gloucestershire. Major Crime Investigations cost Wiltshire Police £1.6m per year, with the team consisting of 14 police officers and 21 members of staff.

Forensics

Wiltshire Police spend £2.58m per year on forensic services as part of a four-force South West Collaboration Programme (SWF). Force contributions are as follows:

- Wiltshire: 14.2 per cent
- Avon and Somerset: 36.6 per cent
- Devon and Cornwall: 30.5 per cent
- Dorset: 18.7 per cent.

OUR FINANCES

Not only is Wiltshire one of the safest counties in the country but it is one of the lowest-funded, with the third lowest cost-per-head of population.

In 2018/19 the PCC increased the local precept by £24 which brought in an additional £8.128m to the PCC's budget, with £7.276m of this being made available to the Chief Constable.

The Chief Constable is using this money to fund strategic cost increases, as well as provide additional resources

in our Digital Intelligence and Investigation Unit, Child Internet Exploitation Team, Firearms, Roads Policing and Community Policing Teams to meet the increases in demand in these areas.

Our financial strategy has been successful in delivering over £20m of savings since 2010.

The current financial plan details a need to save between £1.2m and £2.7m in 2020-21, depending on the funding available from central government. We are constantly reviewing opportunities to use our funds smarter and provide services at a lower cost.

WELLBEING

The two major incidents in Salisbury and Amesbury in 2018 tested and demonstrated the effectiveness of our approach to wellbeing.

Feedback from officers, staff, mutual aid officers and debrief processes supported our ability to implement a comprehensive wellbeing and welfare strategy to support officers and staff during such incidents (including mutual aid support).

However, the complexity and scale of these two major incidents have left the workforce stretched and fatigued, the effects of which are still being felt today.

We have seen an increase in sickness over the last

12 months. In 2018/19, 28,783 working days were lost as a result of sickness in comparison to 25,976 working days in 2017/18. This is an increase of 11 per cent with 2,894 additional days lost.

We have invested in wellness management training, early intervention work, and promoting a personal responsibility and confidence in the workplace relating to mental health.

The 2017-2021 Wiltshire Police and Crime Plan (PCP) demonstrates an ongoing

commitment to our staff, their welfare, morale and wellbeing.

The plan demonstrates a clear commitment to wellness and wellbeing at the highest level, within the PCP Priority 4 – 'Recognising that staff, welfare, morale and wellbeing is vital to the efficiency of the Force'. Alongside this, we have developed a new Wellness strategy that was launched in 2019, which is underpinned by the National Blue Light Wellbeing Framework.

PLANS FOR THE FUTURE

OUR PEOPLE

Between 2019 and 2020, an extra 41 police officer posts and 12 additional police staff posts will be filled in Wiltshire thanks to the increased local precept.

This does not include any additional increase which may come from the Government's most recent announcement to bring 20,000 additional officers into policing across England and Wales.

Growth has taken place in the areas of policing where we have seen increased

demand, such as cyber crime and within the Child Internet Exploitation Team.

In addition to this, local policing has been enhanced by increasing the number of Community Co-ordinators in our Community Policing Teams and realigning returning Firearms and Roads Policing assets closer to the community so that they can provide reassurance and response at all times.

A report in 2019 identified that further work is required to close the gender pay gap, which is currently at 20.2 per cent. We

continue to undertake activity to support women's progression within the organisation as outlined by the Equality, Diversity and Inclusion Strategy. This includes a review of flexible and family policies and reverse mentoring for female staff coupled with other development opportunities.

DIGITAL STRATEGY

ICT services continue to be provided to Wiltshire Police in partnership with Wiltshire Council. This partnership is however currently under review as we consider how to best meet the

requirements of the National Enabling Programme (NEP).

It is expected that demand relating to digital will continue to increase with the main demand coming from national programmes, local projects, general upgrades and major system improvements.

One particular national project of note is the Single Online Home (SOH) project, part of the Digital Policing Portfolio, the Home Office's national digitisation programme for UK Policing.

SOH aims to create a single standardised web platform for the delivery of a suite of services to the public, including online crime reporting, road traffic incident reporting and firearms licencing.

The platform is currently being rolled out nationally, with a number of other forces already on board, and with Wiltshire Police due to transition in August 2020.

OUR INFRASTRUCTURE

Through investment in information technology, the PCC has equipped the workforce to be agile, allowing services to be delivered away from a physical building.

The PCC is also committed to ensuring that as much money as possible is spent on frontline policing rather than on unused space.

Disposing of empty buildings means that money can be reinvested in upgrading existing property and protecting frontline policing from cuts.

The PCC's 2017-21 Estates Strategy sets out the estate vision and principles, the current estate overview, the objectives for the future estate blueprint and model, operational locations including custody and touchdown points, the estate programme and the estates delivery plan.

This strategy was informed by operational engagement to determine future requirements across the Force and OPCC.

The Estates Strategy sets out a delivery plan to meet its objectives and programme plans are in place to deliver each component part.

DIVERSITY AND INCLUSION

This year, we launched an Equality, Diversity and Inclusion Strategy, further to public consultation. The delivery plan for this strategy is based on the College of Policing toolkits, with delivery governed by the Deputy Chief Constable.

As part of this strategy, we have a dedicated Positive Action team and full-time Black Police Association (BPA) representative. We have an active BPA staff development group and

network and actively seek to promote recruitment opportunities within Wiltshire Police.

An extension of funding for the Equality, Diversity and Inclusion (EDI) team has been agreed for a further 18 months.

BUSINESS ANALYTICS

The PCC has recently invested in QlikSense software which increases the availability of information for the Force and improves the level of insight we need to understand the demand of today and the demand of the future.

CONTACT US



www

www.wiltshire.police.uk

Jobs • news • appeals • online forms

101

Non-emergency number

Dial 101 for all non-emergency calls

999

Emergency number

Dial 999 in an emergency



www.wiltsmessaging.co.uk

Free messages about policing and crime matters in your area

GO ONLINE TO FIND OUT MORE

www.wiltshire.police.uk

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