

Deputy Chief Constable: Plan on a Page 2024/25



OUR VISION

A progressive and inclusive organisation, proud to deliver a consistently professional police service, built on trust, understanding and respect

OUR MISSION

Keeping Wiltshire Safe

OPERATIONAL PRIORITIES

- Safer public spaces
- Violence
- Burglary

OUR FOUNDATIONS

- People
- Resources
- Communities
- Partnerships

OUR VICTIM PLEDGE

To provide a high quality investigation tailored to the needs of all victims of crime

DELIVERY OF THE POLICE AND CRIME PLAN 2022-2025



Serve our communities, keep them safe and prevent crime

- Review and implement a new Independent Advisory Group (IAG) strategy



Deliver high standards of crime investigation and service for victims

- Continued review of the Target Operational Model for PIP1 neighbourhood and response policing, ensuring resources are aligned to demand
- Review the Target Operating Model for key investigative and specialist services to align to demand, and implement changes to improve efficiency and service provision



To embed a culture of organisational learning and continuous improvement

- Through the Organisational Learning Board (OLB), develop, embed and sustain an organisational learning strategy that encompasses briefing, debriefing, review, self-assessment, audit & employee ideas
- Through the Organisational Learning Board (OLB), direct and utilise the Evidence Based Research conducted by our staff



Attract, retain, develop and inspire our workforce supported by high standards of leadership and professionalism

- Embed the new Code of Ethics and bring our values to life
- Design and deliver a comprehensive Culture & Standards improvement plan
- Deliver the Equality, Diversity and Inclusion (EDI) strategy, including through the staff survey action plan and internal advisory group
- Implement a Legitimacy workstream to enable the organisation to have a better understanding of legitimacy through the eyes of our communities
- Implement resource management processes and operational workforce governance that effectively support operational requirements

ETHICAL POLICING PRINCIPLES:

Courage

Public Service

Respect and Empathy

Chief of Corporate Services: Plan on a Page 2024/25 (ICT, Est, IM&A, I&C, Fleet)



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Serve our communities, keep them safe and prevent crime

- Implement the Crime and Communications Centre (CCC) ICT delivery plans to improve performance, accessibility and efficiency of systems and processes (ICT)
- Deliver Crime and Communications Centre (CCC) environment, mechanical and electrical infrastructure improvements (Est)



Deliver an efficient, effective, affordable and sustainable police operating model configured to meet demand

- Improve the collaboration of the Estates and Facilities function to ensure it delivers the requirements of the organisation (Est)
- Implement an ICT programme of work to continually improve the performance and compliance of ICT infrastructure and tools (ICT)
- Implement a Digital Data and Technology approach to improve the quality and maturity of our data and enable the use of new technologies, such as AI (ICT, IM&A)
- Maximise the use of productivity tools within Pronto to gain measurable benefits and efficiencies (ICT)
- Improve the digital adoption of productivity tools (e.g. M365) to help save time and resource with clear objectives (ICT)
- Implement Robotics Process Automation to increase efficiencies in the CCC, Multi-Agency Safeguarding Hub and other business areas (ICT)
- Improve the performance, efficiency and demand management of Corporate Services through improved use of management systems such as HALO (ICT)
- Develop an AI and productivity tool strategy to effectively adopt new technology within existing systems (e.g. PND, Qlik, M365) (ICT)
- Develop and improve a suite of easy use Qlik apps to provide clear management information to staff and managers and support evidence-based decisions (I&C)
- Develop a full understanding of service demand from 'call to court' and of the resource required to manage this demand. Use this to design the target operation model. (I&C)
- Enhance our analytical capability across Community Safety Partnerships and ensure appropriate information sharing agreements and processes are in place (I&C)



To embed a culture of organisational learning and continuous improvement

- Embed customer focused performance delivery standards throughout Corporate Services to ensure the organisation is receiving the services required to the highest standards
- Review all Corporate Service functions to assess productivity, implement effective management information systems and KPIs to demonstrate performance (I&C)
- Review and ensure the affordability of a stable ICT platform and a sustainable and future proof service (ICT)
- Implement the Estates and Facilities Transformation programme to deliver the requirements of operational policing (Est)
- Set clear policy for organisational workforce accommodation modelling to meet business requirements and conduct effective reviews (Est)
- Improve the operational security of the estate (Est)
- In line with the Estates Strategy, work with operational business to ensure requirements are encapsulated within the HQ Masterplan and Southern HUB (Est)
- Define and implement improved fleet management procedures to ensure operational requirements are delivered (Fleet)
- Improve fleet deployment, use and planning through good management information, including Telematics, and effective interactions with Operational Policing (Fleet)
- Implement policies and procedures to effectively capture and evidence project and programme outcomes and benefits (I&C)
- Implement effective streamlined governance and accountability structures to reduce bureaucracy and improve service quality (I&C)
- Effectively coordinate and prioritise our transformation plans ensuring they are aligned to the corporate vision and have the resources to deliver (I&C)
- Effectively collaborate between the Force and OPCC to professionally develop and align the next Police and Crime Plan (I&C)
- Create balanced scorecards and KPIs for Contact, Response and Investigations (I&C)
- Embed effective analysis, self-assessment and audit to understand the quality of the Force service and direct improvement activities (I&C)

ETHICAL POLICING PRINCIPLES:

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Public Service

Respect and Empathy

ACC Local Policing Directorate: Plan on a Page 2024/25



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DELIVERY OF THE POLICE AND CRIME PLAN 2022-2025



Serve our communities, keep them safe and prevent crime

- Create a full understanding of first contact and response demand, and align our resources effectively to this
- Increase the efficiency of contact and response through implementing Rapid Video Response (RVR) and Robotics solutions
- Create a positive physical environment in Crime and Communications Centre (CCC) to build a resilient and sustainable capability
- Modernise and implement a fully integrated command and control system
- Launch a Digital Desk within the Crime and Communications Centre (CCC) to manage the online reporting of crime
- Continuously improve culture, workforce, technology, demand management, performance and quality of services within the CCC in line with the National Contact Management Strategy
- Embed and deliver the Neighbourhood Policing Community Commitments
- Deliver locally the seven pillars of neighbourhood policing
- Review and align neighbourhood resources to the current understanding of demand
- Alignment to the National Citizens in Policing (CIP) strategy, creating a Force delivery plan to meet key CIP objectives
- Develop Community Action Initiatives (CAIs) to support locally based harm reduction
- Implement a delivery plan which aligns to the national retail crime action plan, addressing the concerns of retailers and local businesses.
- Work with the Office of the Police and Crime Commissioner (OPCC) and Community Safety Partners (CSPs) to deliver against the Serious Violence duty aims and objectives
- Work with the OPCC to drive more effective CSP working and a redeveloped Anti-Social Behaviour (ASB) strategy that manages demand and risk across agencies
- Seek crime reduction funding opportunities from private sector and business, and work with the OPCC to access Home Office funding schemes that target issues affecting local communities
- Increase the capacity of the Problem Solving and Crime Prevention capability to provide tactical support to local officers
- Support Operation Ragwort through the delivery of a dedicated strategy and action plan around rural crime
- Prevent crime through implementing 'Safe Spaces' and develop the Safety at Night Charter
- Maintain a relentless focus on delivering the operational priorities



Deliver an efficient, effective, affordable and sustainable police operating model configured to meet demand

- Use Body Worn Video Camera (BWVC) management information to improve performance, service delivery and policing legitimacy
- Maximise the use of productivity tools within Pronto to gain measurable benefits and efficiencies.
- Identify and reduce inappropriate demand and work with partners to implement Right Care Right Person to provide a more appropriate service



To embed a culture of organisational learning and continuous improvement

- Implement the use of Problem-Solving techniques in all business areas, and measure the use and effectiveness of plans



Attract, retain, develop and inspire our workforce supported by high standards of leadership and professionalism

- In line with the Force operations Strategic Risk Assessment, address any operational deficiencies linked to specialist skills and capabilities

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ACC Crime, Justice & Vulnerability Directorate: Plan on a Page 2024/25



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Serve our communities, keep them safe and prevent crime

- Maintain a relentless focus on delivering the operational priorities
- Review and improve the identification of vulnerability across business areas
- Locally deliver the National Vulnerability Action Plan
- With partners, review the MASH model to provide effective safeguarding of vulnerable communities in the most effective and efficient way
- Review and implement an improved Domestic Violence Disclosure Scheme (DVDS) model
- Ensure risk is identified and managed through the implementation of the Multi-Agency Risk Assessment Conference (MARAC) Improvement Plan



Deliver high standards of crime investigation and service for victims

- Embed the effective use of Evidence Led Prosecutions (ELPs) and ensure scrutiny is in place
- Embed new investigation standards and procedures, including an allocation policy
- Through robust training and supervision, ensure all investigations meet the Force standard and provide the right outcomes for victims.
- Embed Op Soteria and Op Angiolini best practice to improve the response to Violence Against Women and Girls (VAWG)
- Deliver the National Vulnerability Action Plan and the Domestic Abuse Joint Justice plan
- Review and ensure there is an efficient forensic capability in place, supported by effective understanding and application
- Work with partners to embed Clear Hold Build
- Work with the Office of the Police and Crime Commissioner (OPCC) to identify locations and people that are vulnerable or at risk, and tailor and implement effective interventions
- Ensure effective use of Youth Justice and Integrated Offender Management programmes to prevent and reduce further offending
- Identify and map our highest risk offenders, including VAWG offenders, and develop and embed procedures and scrutiny to relentlessly pursue them
- Enhance an intelligence led approach through implementing the Niche Intel Portal
- Maintain a clear intelligence picture of threat from Organised Crime and ensure our local and regional resources are aligned appropriately
- Improve the efficiency of Digital Forensics Unit investigations to improve investigation timeliness
- Build on the success of Operation Scorpion to tackle the threat, harm and risk of serious organised crime and improve partnership problem solving enforcement approaches
- Support the delivery of the Wiltshire Criminal Justice Board (WCJB) strategy by working with partners to improve the interoperability of technology between the Police and Crown Prosecution Service (CPS)
- Enhance case progression through improved handovers, and work with the Crown Prosecution Service (CPS) to improve file quality
- Support the Wiltshire Criminal Justice Board (WCJB) strategic delivery plan through improving investigations, victim experience, and transparency



Deliver an efficient, effective, affordable and sustainable police operating model configured to meet demand

- Embed Digital Case File and new working practices to improve efficiency and accuracy of file production
- Implement improvements to the Digital Evidence Management System (DEMS) to more effectively manage digital evidence
- Reduce demand on staff by adopting a redaction software solution and procedure
- Review and refresh the Automatic Number Plate Recognition (ANPR) camera infrastructure plans, to maximise intelligence and evidential opportunities to bring offenders to justice
- Implement ISO accreditation as appropriate
- Develop clear victim performance frameworks and ensure the transparent sharing and analysis of data with Criminal Justice System (CJS) partners
- Collaborate more effectively with South-West Forces (e.g. Regional CAB) through effective performance and delivery monitoring

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Head of Strategic Communications & Engagement: Plan on a Page 2024/25



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- Refresh and implement the Public Access and Engagement Strategy and delivery plan, aligned to the national Community Engagement APP principles, relating to contact/access and community engagement at a local force level
- Design and launch a wide-reaching Public Confidence Survey, working alongside the Office of the Police and Crime Commissioner
- Create, deliver and evaluate a high level comms runway and a campaign and event plan 2024/25 which is informed by demand, crime trends and the Chief Constables operational priorities
- Launch, and ensure ongoing promotion of, the two new mobile engagement vehicles, maximising opportunity for collaboration and visibility of Neighbourhood Policing Teams
- Support the delivery and public launch of a Digital Desk in the Crime and Communications Centre (CCC) to manage the reporting of crime through online channels (inc. social)



Deliver high standards of crime investigation and service for victims

- Work alongside operational leads to increase the use of listening circles for victims of crime, to understand how services can be improved
- Implement the communications recommendations from national reports and reviews (such as the Nicola Bulley review and Angolini inquiry)



Deliver an efficient, effective, affordable and sustainable police operating model configured to meet demand

- Deliver regular and targeted messaging to our communities, partners and stakeholders communicating achievements and delivery of our priorities through a wide range of briefing products
- Work with the ACCs to further formalise the role of Bronze Engagement for key community incidents/operations



To embed a culture of organisational learning and continuous improvement

- Deliver effective communications and engagement services to support operational policing, specialist operations, organisational change, and engagement initiatives
- Design (with colleagues) and deliver the Leaders Events and Chief Constable Roadshows for 2024/25



Attract, retain, develop and inspire our workforce supported by high standards of leadership and professionalism

- Launch the Leadership Contracts across the Force and support with embedding into all leadership practices
- Deliver at least one full Employee Engagement survey during the year and report on findings. Prior to that survey, run a 'You Said, We Did' campaign
- Through the existing Employee Engagement strategy framework, seek ways to further improve employee engagement and enhanced feedback mechanisms
- Support the design and delivery of a comprehensive Culture & Standards improvement communications plan
- Support the embedding of the new Code of Ethics and bring our values to life
- Support the delivery of innovative recruitment strategies and campaigns across the Force to increase the attraction of diverse candidates
- Seek to continually improve the workforce Recognition process to ensure it is as fair, transparent and inclusive as possible. Relaunch the scheme and policy

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Director of People: Plan on a Page 2024/25



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Deliver an efficient, effective, affordable and sustainable police operating model configured to meet demand

- Improve our people data quality and system process flows to deliver timely, accurate, insightful people management information
- Improve access and use of organisational and people data to demonstrate performance and drive efficient use of resources
- Improve recruitment through streamlining processes and managing Key Performance Indicators (KPIs)



To embed a culture of organisational learning and continuous improvement

- Continue to transform the People function and implement revised policy and procedures
- Continue to develop our Learning and Development (L&D) model, matching capability to the needs of the organisation
- Upskill leaders at all levels in performance management



Attract, retain, develop and inspire our workforce supported by high standards of leadership and professionalism

- Review, research, consult on and launch a new Equality, Diversity and Inclusion (EDI) strategy 2025 - 2027
- Design and deliver a three-year EDI education programme for all people, and deliver leadership development programmes for under-represented groups
- Review and relaunch the local Race Action Plan in line with the national framework
- Design and deliver innovative recruitment strategies and campaigns across the Force to increase the attraction of diverse candidates
- Implement procedures to improve the quality of induction, probation and staff retention
- Collate and review the approaches across the Force to Total Reward and seek to continually improve processes
- Seek to continually improve the workforce Recognition process to ensure it is as fair, transparent and inclusive as possible
- Assess the current pay grading & progression structure, reward proposition and benefits offering to make a career at Wiltshire Police attractive and market competitive
- Improve procedures and processes to inform strategic workforce planning and management
- Complete the skills project and build a comprehensive Force-wide skills profile for now and the next three years
- Review and re-launch the performance management process
- Develop and deliver upskilling programmes for the existing workforce to meet current and future challenges
- Launch a new development offering, including refresher programmes for first- and second-line leadership and for senior leadership, to build and maintain capability
- Implement the ongoing development of a new ePortfolio accreditation system
- Review the Probationer Development Unit (PDU), and develop a new tutor training framework
- Deliver the 2024 Wellness action plan, to include the provision of appropriate accessible services and interventions
- Review, research, consult on and launch the Wellness strategy
- Conduct a gap analysis to formulate a delivery plan aligned to the Occupational Health standards aligned with the College of Policing
- Develop and deliver the Occupational Health and Safety delivery plan 2025 - 2027
- Develop and deliver the Force Assault Reduction Plan, through the Assault Task Force
- Review the Trauma Risk Management (TRiM) provision and develop a delivery plan for the next twelve months
- Relaunch Risk Assessment Based Medicals (RABM) and Health Surveillance

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Chief Financial Officer: Plan on a Page 2024/25



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Deliver an efficient, effective, affordable and sustainable police operating model configured to meet demand

- Identify and develop opportunities to be more efficient through benchmarking and review of productivity and value for money assessments
- Deliver timely, relevant and accurate monthly management accounting information to budget holders
- Ensure Finance supports the frontline services through efficient and effective cross organisation process improvement
- Develop a Finance department model that continuously improves processes and procedures to support front-line services
- Review and improve financial reporting systems using productivity tools
- Identify cashable savings to assist balancing future budgets
- Understand our long term approach to insurance and legal services and implement process improvements



To embed a culture of organisational learning and continuous improvement

- Implement long term transformation efficiency planning



Attract, retain, develop and inspire our workforce supported by high standards of leadership and professionalism

- Improve financial business management skills for leaders, aligned to our accountability framework

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