

PEEL 2025–27

Police effectiveness, efficiency and legitimacy

An inspection of Wiltshire Police

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Overall summary

Our judgments

Our inspection assessed how good Wiltshire Police is in eight areas of policing. We make graded judgments as follows:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Police powers and public treatment	Leadership and force management	Investigating crime	
	Preventing and deterring crime	Developing a diverse and inclusive workforce	Safeguarding children and adults	
		Responding to the public		
		Managing fraud		

We set out our detailed findings about things the force is doing well and where the force should improve in the rest of this report.

We also assess the force's performance in a range of other areas, and we report on these separately. We make graded judgments for some of these areas.

PEEL 2025–2027

In 2014, we introduced our police effectiveness, efficiency and legitimacy (PEEL) inspections, which assess the performance of all 43 police forces in England and Wales. Since then, we have been continuously adapting our approach.

We have moved to a more [intelligence](#)-led, continual assessment approach, rather than the annual [PEEL inspections](#) we used in previous years. We assess forces against the [characteristics of good](#) performance, set out in the [PEEL assessment framework 2025–2027](#), and we more clearly link our judgments to [causes of concern](#) and [areas for improvement](#).

It isn't possible to make direct comparisons between the grades awarded in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because we have increased our focus on making sure forces are achieving appropriate outcomes for the public. We have also changed the aspects of policing we inspect and added new areas.

Terminology in this report

Our reports contain references to, among other things, 'national' definitions, priorities, policies, systems, responsibilities and processes.

In some instances, 'national' means applying to England or Wales, or England and Wales. In others, it means applying to England, Wales and Scotland, or the whole of the United Kingdom.

About the data

For more information on data and analysis in this report, please [see the 'About the data' section of our website](#).

HM Inspector's summary

I am satisfied with many aspects of the performance of Wiltshire Police in keeping people safe, reducing crime and providing an effective service to [victims](#). The force has made notable improvements since [our last inspection](#), particularly in its use of powers and responsiveness to the public. I am also pleased the force continues to focus on preventing crime, including its successful approach to early intervention with young people. However, there remain areas of concern, especially regarding culture, investigations and the management of vulnerability.

The force has improved governance. The senior leadership team, led by the chief constable, is now stable and more diverse, with some leaders having been recruited from the private sector. This has contributed positively to the overall direction of the force. Further improvement is needed in how this leadership promotes cultural change and uses data more effectively to inform its decision-making. The force's financial management is strong and provides a solid foundation for operational effectiveness. The training the force provides to its workforce is expanding. However, we found gaps in leadership development and talent management, the effectiveness of the professional development review process and one-to-one meetings, and the implementation and oversight of [continuing professional development](#). The force must address these gaps to make sure it achieves the required sustained improvements highlighted in this report.

Prevention work continues to be a clear strength for the force. There are various early intervention and partnership initiatives producing tangible benefits to communities. Its commitment to collaborative working has enhanced its ability to tackle crime proactively and support [vulnerable individuals](#).

The force has made notable improvements in most areas relating to responding to the public. These include how quickly it answers emergency calls and the speed at which [officers](#) attend incidents. Non-emergency call abandonment rates have improved while remaining at an unacceptably high level.

Investigations still need improvement. The force has a strong audit function, which provides effective oversight. It still needs to make sure criminal investigations are allocated and supervised appropriately. And it must make sure crime investigations are concluded appropriately and [outcomes](#) are accurately recorded. This will make sure victims get the service they deserve.

The force has improved governance and oversight of how it [safeguards](#) vulnerable people, and how it prioritises the improvements it needs to make. Despite this, problems remain in crime recording, the monitoring of protective and preventative orders, the management of medium-risk [domestic abuse](#) and compliance with [Operation Encompass](#).

The force has given greater focus to its approach to fraud and this is now satisfactory. However, it is yet to fully establish strategic governance, and we found some training gaps for those dealing with victims of fraud.

Comparing performance between this inspection and the last one, there are some enduring issues. These are leadership culture, data use, professional development, non-emergency abandonment rates, the management of vulnerability and investigation standards. The force must continue to monitor progress and implement specific recommendations to address these.

In summary, Wiltshire Police is making progress, with strong foundations in leadership, financial management and prevention work. Continued focus on developing the workforce, improving investigation standards and safeguarding vulnerable people will be essential for sustained progress. I am optimistic that the plans and leaders the force has in place will help it make the improvements needed. I will continue to monitor performance and expect to see further progress in the areas identified.



Kathryn Stone OBE

His Majesty's Inspector of Constabulary

Leadership and force management

Adequate

Wiltshire Police's leadership and force management are adequate.

Areas for improvement

The force needs to show how it considers and evaluates the impact of changes to its processes, policies and procedures

The force can combine data insights from incident trends, response times and geographic crime patterns. However, during our inspection we found numerous examples where the force had changed processes, frequently and often quickly. These changes had unintended outcomes in other parts of the organisation. This destabilises systems and the [personnel](#) affected by those changes.

Senior leaders have acknowledged this. The force is moving its ongoing review of its operating model into a transformation programme aligned to the existing financial review programme. It will need to make sure the transformation programme has the appropriate resourcing, data and analysis to produce a model fit for purpose. The force should also regularly check any changes it has made to processes are having the desired outcomes. This will prevent unintended consequences, such as queues, backlogs in systems and less effective service to the public.

The force needs to improve its leadership standards, behaviour and culture to make sure there is a sense of trust and value within its organisation

The force is focused on improving performance. Its leaders are more visible to the public and the organisation. It has brought in leaders from the private sector to give new insight and carry out business planning. However, during our inspection, many [staff](#) and [officers](#) told us they didn't trust or value the organisation.

During our inspection, we carried out a workforce survey open to all officers and staff between 18 August 2025 and 12 September 2025. We received 995 responses, which we estimate to be 39.2 percent of the workforce at the time of the survey. Our workforce survey showed only 40.8 percent of respondents (406 of 995) would recommend Wiltshire Police as a great place to work. Only 52.6 percent of respondents (523 of 995) agreed the force's senior leaders demonstrate the standards, behaviour and culture expected from the police, with 53.7 percent of respondents (534 of 995) agreeing they make efforts to improve standards, behaviour and culture. Only 53.5 percent of respondents (532 of 995) agreed it is safe to challenge unacceptable behaviour at all grades and ranks.

The force needs to better train its leaders in these areas and senior leaders need to create an environment that encourages debate and challenge. This will help its officers and staff feel trusted and valued.

Main findings

In this section, we set out our main findings that relate to how good the force is at leadership and force management.

The force analyses data well, which should improve its operational planning and resource allocation

Our inspection found the force produced its [force management statement](#) using predictive analysis of data available to it. This includes crime and incident data, demographic trends and environmental factors. The strategy and change team leads on producing the statement. This gives the force a consistent approach and a model it will be able to use year on year.

The force is using organisation risk assessment to forecast future demand with greater accuracy. This helps the force understand when it needs to invest in having enough trained and skilled officers, staff and resources in the right areas to provide an efficient service to the public.

The force has systems that help it gather intelligence to anticipate and respond to current and future demand

We found the force had an effective [intelligence](#)-gathering function to help it allocate resources appropriately. Once the required improvements in change processes are made, it will be able to meet its strategic priorities and current and future demand. It is using real-time data, predictive analytics and collaborative information-sharing networks. It has achieved this by having a data analyst work closely with partner organisations to gather and interpret data to understand this area of demand.

The force has plans to improve how efficiently it operates through the use of digital technologies

During our inspection, we found the force's digital transformation plans were centred on using advanced technologies to improve how efficiently it operates and provides service to the public. It is doing this by integrating tools such as artificial intelligence, cloud storage systems and data analytics.

The international SS&C Blue Prism Customer Excellence Awards have recognised the force's work in using robotic process automation to save money, provide more efficient services to the public and release personnel from support roles to support frontline policing.

As this work matures, it should improve the force's decision-making and increase productivity. Some of these products have already been adopted and are working well. However, in other areas of the force, we found information was stored on Excel spreadsheets. This information needs to be retrieved manually to produce reports. This is time-consuming, risks errors and duplication and wastes time and effort.

The new data, digital and technology function is a positive addition to the force. In March 2025, the force commissioned an independent review of all its data, digital and technology services. The force told us it had used the findings as the basis for its change plans, which it anticipated would improve its provision of policing services.

The force can show how it aligns finances to its priorities and how it decides if its expenditure offers value for money

The force could show how its finances and priorities are aligned. It clearly links its budget allocations to its strategic objectives and operational needs. This involves transparent financial planning that shows how it uses resources in important areas such as investigations, neighbourhood policing and technological innovation. The force told us it used regular performance reviews and audits to help assess whether its spending led to measurable outcomes and used public funds efficiently.

The force has started to use [benchmarking](#) and cost-benefit analyses. It told us it intended to adopt best practices in procurement and resource management to further support value for money. With this alignment and accountability, it can create public confidence in its financial leadership and operational effectiveness.

In the year ending 31 March 2025, the force received £187 million in total funding. In common with other forces in England and Wales, this is a combination of government grants, [precept](#) and other non-government grants. The precept income was around £73.5 million. This is equivalent to £95,791 per 1,000 population. This is within the typical range of precept funding received by forces across England and Wales.

For the year ending 31 March 2026, the force requested a £14 increase of council tax per band D property to £283.27, which generates £4.5 million extra funding. This is to support additional costs totalling £10.2 million. Although the costs were offset by a £5.6 million increase in government grants, this left £4.6 million to be met from precept increases.

The force manages its combined reserves wisely and has a clear strategy in place for them. Financial pressures mean it has needed to use them frequently. It has maintained its total reserves of around £7 million. This figure is forecast to increase in line with predicted increases to the force's net revenue budget. The increase to the total reserves will keep the general reserve at around 2.5 percent (£3.6 million) of the budget requirement, which is considered an adequate amount.

Attracting, developing and retaining the workforce and creating a diverse and inclusive workplace

Adequate

Wiltshire Police is adequate at attracting, developing and retaining its workforce and creating a diverse and inclusive workplace.

Areas for improvement

The force needs to make sure the professional development review is effective and personnel value it

In [our last inspection](#), the professional development review (PDR) was an [area for improvement](#) for the force. Since then, there has been some improvement, but the effectiveness of PDR processes still needs to improve.

The force reported that overall workforce PDR completion rates rose to 72.9 percent in the year ending 31 March 2025 from 59.0 percent in the year ending 31 March 2023. During our inspection, [officers](#) and [staff](#) told us the process still lacks value. We carried out a workforce survey open to all officers and staff from 18 August to 12 September 2025. We received 995 responses, which is an estimated 39.2 percent of the workforce at the time of the survey. The results show that, of those who reported completing a PDR in the past 12 months, 49.1 percent of respondents (352 of 717) agreed it was valuable for their development.

During our inspection we also found many supervisors weren't having regular one-to-one discussions. These are important to support [personnel](#) development and well-being. And when they do take place, they are rarely documented on the PDR.

The force lacks a formal talent management process. It has introduced a calibration process to improve PDR consistency and align grades with performance. This aims to recognise talent more consistently and effectively.

The force should make sure workforce development is linked to effective, regular one-to-one discussions and PDRs, supported by a talent management process.

The force should make sure all personnel feel continuing professional development is relevant and useful and it should centrally record and monitor it

The force offers a range of [continuing professional development \(CPD\)](#). But not all CPD is centrally governed, co-ordinated and tracked.

During our inspection we found some specialist teams arranged their own CPD. This makes it difficult for the force to track training for units such as the early intervention team and [multi-agency safeguarding hub](#). We found other teams lacked capacity to attend CPD, reducing their ability to develop.

Feedback about the quality of CPD is mixed. [Personnel](#) told us some CPD is high quality and relevant. But some teams told us CPD isn't aligned to their roles or training needs.

The force should co-ordinate and track CPD to make sure it understands what is being provided. This will allow it to judge what training is effective and then make sure its personnel receive CPD relevant to their roles.

Main findings

In this section, we set out our main findings that relate to how good the force is at attracting, developing and retaining its workforce and creating a diverse and inclusive workplace.

The force doesn't have processes in place to encourage officers and staff to stay

The force isn't effectively gathering reasons for people leaving the workforce as part of the [National Police Chiefs' Council](#) National Leavers Framework. This is designed to improve data collection on reasons for officers leaving police forces in England and Wales. The force's strategic people board provides governance for workforce issues. And there is some understanding of why people leave the workforce. However, the force needs to improve this understanding so it can put effective actions in place to improve retention. It has an exit interview process, which is independent of the line management chain. But some personnel we spoke to told us this wasn't an effective process and didn't always result in the force gaining any useful information.

The force carries out regular surveys and collects a range of workforce data. It has a process to encourage officers and staff to stay, but this has been paused following the introduction of the financial review process. It relies on supervisors using one-to-one discussions with personnel to understand why they may be considering leaving. However, information from these discussions isn't recorded. This means it doesn't have data to identify where it can intervene early to encourage people to stay. And it limits its ability to identify patterns and trends in why personnel from under-represented groups leave.

In our workforce survey, 32.8 percent of respondents (276 of 841) said they wanted to leave the force as soon as possible or within the next 12 months.

The force doesn't have a clear understanding of the well-being challenges for its workforce

The force has a comprehensive well-being plan, which is clearly aligned with the five main areas of the ['National Police Health and Wellbeing Strategy 2024–2026'](#). It communicates with its workforce and acts on information and feedback to improve its well-being. For example, we saw that staff welfare was a standing agenda item at the daily management meeting. And on one occasion we saw how the senior officer chairing this meeting gave directions to make sure an officer had good support following a traumatic incident.

The force has also invested in new roles in its [occupational health](#) unit. And it has expanded pre-emptive personnel [risk assessments](#) to all response officers in one police area. Both actions are intended to support workforce well-being.

In our workforce survey, 57.0 percent of respondents (567 of 995) said the force took their well-being into account when setting their working pattern, and 70.2 percent of respondents (698 of 995) said their line manager actively checked their workload was manageable. However, during our inspection some officers and staff raised concerns about unmanageable workloads and working hours. Some officers told us they regularly logged onto their force IT and worked from home, despite being discouraged from doing so by their supervisors.

In our previous report we identified that inconsistencies in staffing levels in investigative departments were having an impact on well-being. During this inspection we found this had been resolved. But we also found response teams in some areas experiencing challenges in capacity and workload. Senior leaders had recognised this problem and made changes to attempt to mitigate these challenges. Not all these changes were successful, and this is reflected in [the area for improvement in the leadership chapter](#).

The force provides officers and staff with the right training to carry out specialist work

The force has introduced the [College of Policing's neighbourhood policing programme](#). The [College of Policing](#) dashboard shows that as at 24 November 2025, 108 officers and staff had completed the first part of the programme. The force had 239 neighbourhood officers and police community support officers eligible and required to complete the training.

The force provides effective training for volunteers in specialist roles. This includes a comprehensive induction package, role-specific training and shadowing opportunities. A volunteers' co-ordinator provides oversight for training and continuing professional development.

The force doesn't have an up-to-date and comprehensive investigator resilience action plan and senior personnel couldn't show understanding of its current and future investigative demand. However, senior detective officers were confident they understood demand. And investigators told us they felt well trained to carry out their roles. As at 30 September 2025, the force had 149.4 [professionalising investigations programme \(PIP\) 2](#) investigators in post compared to 251.0 who should be in post. This means 59.5 percent of PIP 2 investigator posts were filled. The force is struggling to address the shortfall and as at 30 September 2025, had only 45 PIP 2 trainees.

The force should have enough trained officers and staff in specialist posts to make sure the public receive a good level of service.

The force has an effective recruitment process

The force has a timeline of recruitment requirements for the high-volume intakes of officers and staff. This is supported by a clear set of lead times to help the HR team meet force requirements. And the force has introduced a range of initiatives to reduce bias, promote impartiality and ensure fair recruitment. These initiatives include behavioural-based assessment, more diverse panels, anonymising applications and analysis of equality, diversity and inclusion characteristics. The force aims to set a high standard for inclusive recruitment practices.

It also has a range of entry routes for both degree and non-degree holders. And it makes effective use of apprenticeships to attract new talent and develop existing personnel. Apprenticeships support roles in finance, analytics and project management. And the force has used them to develop people in police community support officer and community engagement roles.

All of this should help the force recruit the right people with the right skills, leading to an improved service to the public.

Using powers fairly, appropriately and with justification

Good

Wiltshire Police is good at using its powers fairly, appropriately and with justification.

Main findings

In this section, we set out our main findings that relate to how good the force is at using its powers fairly, appropriately and with justification.

Officers understand how to use stop and search powers fairly and appropriately

During our inspection, we reviewed a sample of 81 [stop and search](#) records from 1 August 2024 to 31 July 2025. Based on this sample, we estimate 88.9 percent (+/- 5.6 percentage points) of stop and searches the force carried out during this period had reasonable grounds recorded.

This suggests a minor change compared to the findings from our previous review of records from 1 October 2022 to 30 September 2023. In that review, we found 90 percent (+/- 3.5 percentage points) of stop and searches had reasonable grounds recorded. However, as the estimated results are based on a review of a sample of records and the ranges of possible true values overlap, we can't be sure there has been a real change.

The percentage that had reasonable grounds recorded suggests [officers](#) are suitably trained and they use stop and search powers in a fair and appropriate way. In [our last inspection](#) we found officers lacked confidence in using their powers. And supervisors weren't trained to review stop and search. Since then, the force has significantly increased the quality and quantity of training for its officers and supervisors. And officers told us they felt confident to use their stop and search powers.

The force has improved how it collects data to allow it to better understand how fairly stop and search is being used

Good-quality data on self-defined ethnicity (how individuals define their ethnicity) allows a force to understand the rate at which it uses stop and search on people from ethnic minority backgrounds in the local resident population.

As part of our review of stop and search records, we asked the force to provide 12 months of stop and search data from 1 August 2024 to 31 July 2025. We found self-defined ethnicity information was unknown (not recorded, not stated or refused) for 25 percent of these records. In the year ending 31 March 2025, on average, self-defined ethnicity was unknown for 18 percent of stop and searches that forces in England and Wales recorded.

Our review of 19 stop and search encounters filmed on [body-worn video \(BWV\)](#) found that in 19 of these encounters, officers didn't ask for self-defined ethnicity. But it was recorded on the record of the search. In 6 of the 19 cases we reviewed, the BWV didn't include the first part of the encounter, which may explain some of these omissions. Officers should record the whole interaction on BWV. And they should ask for self-defined ethnicity data to help the force identify any [disproportionate](#) use of powers.

In our last inspection, we recommended that the force should improve how it gathered data on stop and search and use of force. Since then, it has improved its oversight of police powers through the introduction of a central audit team, an improved supervisor audit process and internal scrutiny panels. It completes more in-depth analysis of disproportionality and use of police powers on [children](#). And it is now publishing more data on its website to help the public understand how it is using its powers.

The force has increased its use of stop and search to help it prevent and detect crime

In the year ending 31 March 2025, the force carried out 1,926 stop and searches of people. This equals 2.5 stop and searches per 1,000 population. This is within the typical range for forces in England and Wales.

The number of stop and searches the force carried out increased by 27.4 percent compared to the year ending 31 March 2024. This is a contrast with the overall picture for forces in England and Wales in which, on average, the number of stop and searches decreased by 1.3 percent during the same period. The force told us it attributed this increase to improved training, which had increased officer confidence to use their powers. A force survey showed 96 percent of respondents felt confident using stop and search. During our inspection and through our survey, we found officers had improved confidence and understanding of reasonable grounds, disproportionality and [safeguarding](#) of children.

In the year ending 31 March 2025, the force had an overall [find rate](#) of 32.8 percent from stop and search encounters. This was made up of 28.2 percent [linked finds](#) and 4.6 percent not linked finds.

Linked finds are when one or more items, which the officer suspected a person had in their possession, are found and were the reason for the search. Not linked finds are when items are found that a person may have been in unlawful possession of but weren't the reason for the search.

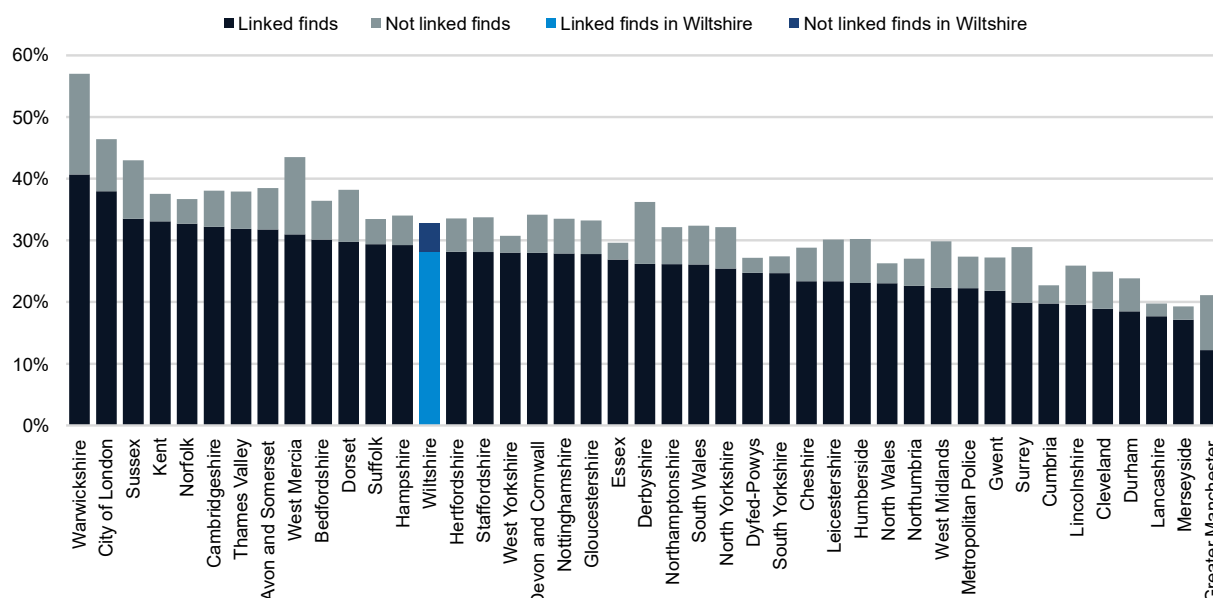
The force's 28.2 percent linked find rate was within the typical range for forces in England and Wales. It is of note that it is 2.0 percent higher than the England and Wales average of 26.2 percent. The force's linked find rate increased by 4.4 percent compared to the year ending 31 March 2024. This suggests officers are using their powers appropriately.

We examined:

- the number of searches the force carried out;
- the number of searches that had reasonable grounds; and
- the percentage of linked finds.

The results of this review show the force is using its stop and search powers well. And we found it used stop and search well as a tactic in crime hotspots as part of problem-solving plans.

Figure 1: Percentage of stop and search encounters resulting in linked and not linked finds for forces in England and Wales in the year ending 31 March 2025



Source: [Stop and search open data tables](#) from the Home Office

Chart description: A stacked column chart showing the percentage of [stop and search](#) encounters where the item found was and wasn't linked to the reason for the search for all forces in England and Wales in the year ending 31 March 2025. In Wiltshire Police, 28.2 percent of stop and search encounters resulted in a [linked find](#) and 4.6 percent in a not linked find.

[The accessible data table for figure 1 is available on our website.](#)

Note: In the calculation, we have excluded records where it isn't known whether the item found was linked to the reason for the search. We have also excluded records where it isn't known whether the [officer](#) found any items. If the percentage of linked or not linked finds isn't included in the chart for some forces, it is because they haven't supplied it.

The force understands how it is using stop and search and use of force powers and is trying to do more to reduce disproportionality

In the year ending 31 March 2025, people from a Black ethnic minority background were 4.3 times more likely than White people to be the subject of a stop and search by the force. In our review of stop and search records of people from an ethnic minority background, we found that 16 of 16 had reasonable grounds.

In the year ending 31 March 2025, people from a Black ethnic minority background were 4.6 times more likely than White people to be subject to use of force.

The force carries out analysis of this disproportionate use of police powers to help it understand why it exists. An internal panel reviews how powers are used on people from ethnic minority backgrounds. It includes equality, diversity and inclusion practitioners and trainers. The force is also carrying out an in-depth review of locations with a higher disproportionality for stop and search. And a scrutiny panel, including independent advisory members, examines stop and search grounds, [intelligence](#), safeguarding considerations and emerging themes. Insights from these reviews help the force to make changes to its policies and practice. And a central audit team prioritises reviews of use of force on Black people and children, raising themes to be included in training.

There is effective internal and external scrutiny of police powers

The force has strengthened and expanded its external scrutiny panel process. The membership of external scrutiny panels was refreshed to improve diversity. During our inspection, panel members observed police training. And some panel members observed police officers on patrol using their powers.

The force used its [mobile police station](#) to hold a community roadshow in November 2025, sharing BWV of officers using their powers. And it held its first external scrutiny panel made up of young people in the same month. Initial observations suggest the youth panel applied more rigorous standards and showed different expectations of police conduct. This information should increase officers' understanding of young people and improve the service that officers give them.

The force also uses external panel feedback to review and, where needed, change its policies. For example, a panel asked how children who are stopped and searched are safeguarded; the force responded by developing a policy mandating safeguarding referrals, notification to parents and other safeguarding considerations.

Internal scrutiny panels take place after each external panel, reviewing the same cases. In addition, another panel reviews six BWV recordings a month that relate to incidents where force has been used against people with mental health conditions. This panel consists of [personnel](#) with relevant understanding. These include personal safety trainers and specialists from the mental health triage team in the [control room](#).

The feedback from all internal and external panels is shared with officers and supervisors to promote improvements.

The force takes opportunities to inform the public about its stop and search activity. These include specific policing operations and social media events. This increases more informed scrutiny of the force's use of this power.

The force isn't recording enough use of force incidents

In the year ending 31 March 2025, the force recorded 8,440 use of force incidents. This is an increase of 90.9 percent compared to the previous year. This increase is likely due to improved training, recording practices, audit and scrutiny.

Officers are expected to record every use of force to make sure it is transparent and accountable. This includes recording low-level use of force such as handcuffing a compliant person and higher levels of force such as the use of a baton or [conducted energy device](#) (Taser). Where more than one officer uses force on an individual, each officer must submit their own use of force report.

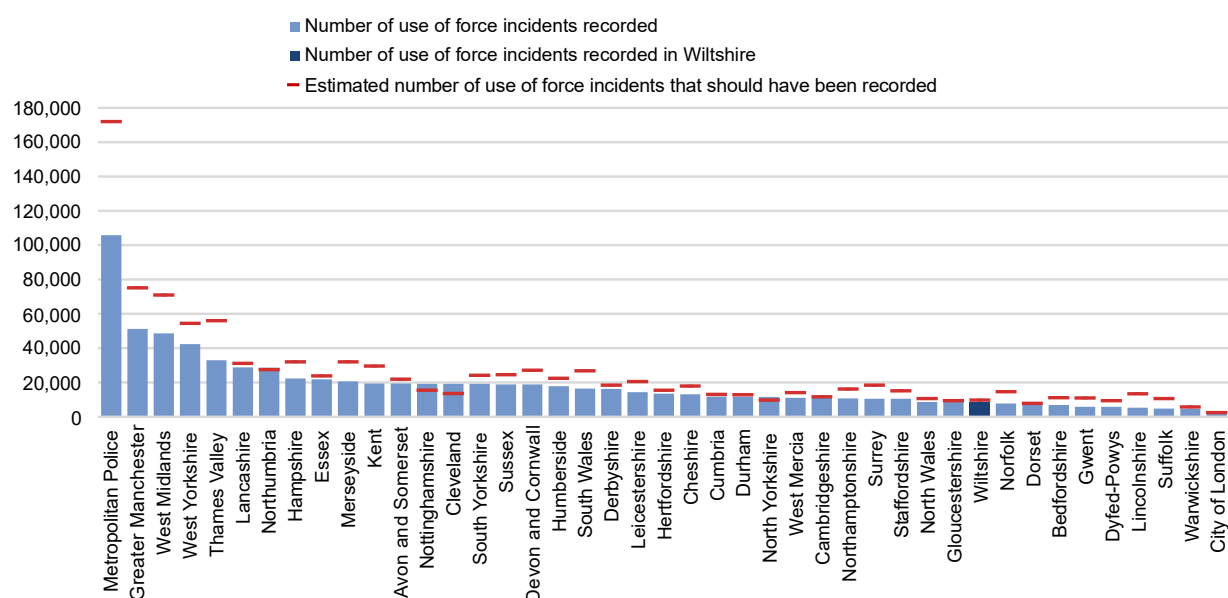
To determine if the force was recording use of force appropriately, we reviewed two different measures. We firstly examined the number of arrests and compared this to the number of recorded use of force reports. We expect the number of use of force reports to be at least as high as the number of arrests. Most arrests involve the use of handcuffs and multiple officers may have used force during the arrest. In the year ending 31 March 2025, the force carried out 7,861 arrests and recorded 8,440 use of force reports.

We then reviewed the overall expected number of use of force records compared to the actual recorded number. The expected number is estimated based on the average number of uses of force associated with each recorded arrest.

We estimate that, in the year ending 31 March 2025, the force should have recorded 9,745 use of force incidents. It actually recorded 8,440 incidents. This means it likely under-recorded its use of force by 1,305 incidents. This shows an improvement in recording use of force compared to the previous year when, based on this estimation, it didn't record 4,520 use of force incidents.

The force needs to continue to scrutinise use of force and improve recording when force is used, supported by effective oversight.

Figure 2: Number of use of force incidents that forces in England and Wales recorded and the estimated number that should have been recorded in the year ending 31 March 2025



Source: [Police use of force open data tables](#) and [arrests open data tables](#) from the Home Office

Chart description: A combination chart showing the number of use of force incidents that all forces in England and Wales recorded (represented by columns) and the estimated number of use of force incidents that should have been recorded (represented by red target lines) in the year ending 31 March 2025. Wiltshire Police recorded 8,440 use of force incidents. This was lower than the estimated 9,745 use of force incidents it should have recorded.

[The accessible data table for figure 2 is available on our website.](#)

Note: To understand how well forces record their use of force, we compare the number of incidents they recorded with the estimated number they should have recorded. To estimate the number of use of force incidents forces should have recorded, we use the number of recorded arrests and the number of recorded use of force incidents linked to an arrest.

Preventing and deterring crime and antisocial behaviour, and reducing vulnerability

Good

Wiltshire Police is good at preventing and deterring crime and [antisocial behaviour](#), and reducing [vulnerability](#).

Promising practice

The Synergy Project, a partnership youth intervention in Wiltshire, supports young people at high risk of serious violence and criminal exploitation to make positive life choices

The [Youth Justice Service](#) talked with [children](#) to understand the type of intervention they felt would support them to make safer choices. They expressed a preference for interactive skills-based courses involving the emergency services.

This presented the police, army and fire and rescue service with a unique opportunity to work with six to eight [vulnerable](#) children in a positive, alternative setting. The partnership developed a five-day programme consisting of practical activities and scenarios, which were tailored to the group's needs. These aimed to build the attendees' confidence so they were more able to make positive life choices.

Evaluation shows a significant reduction in offending among participants compared to a control group, with notable improvements in leadership, teamwork and ambitions. By building trust and confidence, the project not only benefits the children directly involved but also extends positive effects to their families and the wider community. The force told us it will repeat Synergy in 2026.

Main findings

In this section, we set out our main findings that relate to how good the force is at preventing and deterring crime and antisocial behaviour, and reducing vulnerability.

The force has a comprehensive approach to reduce the number of young people involved in knife crime

The force has invested in many engagement and early intervention activities with young people to divert them from the risk of becoming involved in crime. These are organised by established and capable [neighbourhood policing teams](#) and dedicated early intervention officers from the neighbourhood harm reduction unit. The force works with partner organisations, for example schools and local authorities, to make sure the interventions match the vulnerabilities of the young person identified. And many of the schemes focus on diverting young people from knife crime.

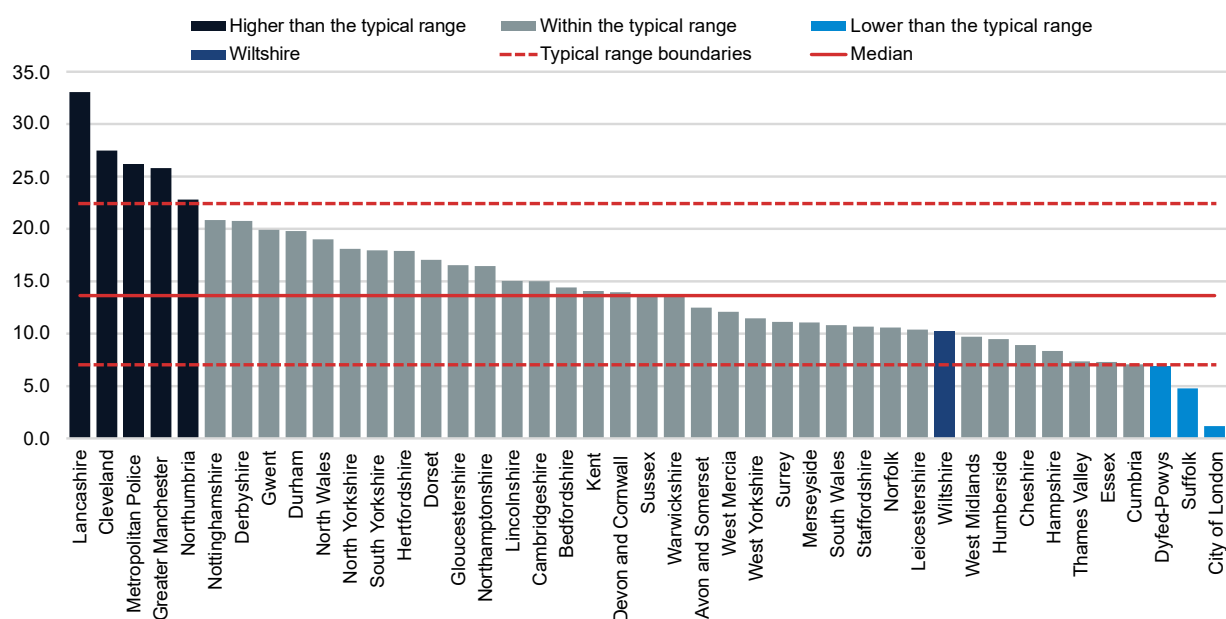
The Synergy Project is just one of several dedicated intervention schemes. Others include a knife crime awareness campaign in schools called Blunt Truth. Another is DiversITy, a joint enterprise between the force and a community interest company. This scheme works with youths in Swindon who are at risk from drugs, gangs or knife crime to divert them from those risks and help them realise their potential in business.

Knife crime awareness is also included in school presentations, [Mini Police](#) sessions, Junior Good Citizen and police cadet activities. The force also supports Operation Sceptre, the national initiative to tackle knife crime.

The force understands the causes of antisocial behaviour and vulnerability in its communities

During our inspection, we found the force had a clear understanding of antisocial behaviour and related vulnerability in its communities. It has taken steps to understand trends in its antisocial behaviour reporting and the underlying causes. For example, it has explored why it records one of the lower levels of antisocial behaviour incidents in England and Wales. In the year ending 31 March 2025, it recorded 10.3 antisocial behaviour incidents per 1,000 population. This is within the typical range for forces in England and Wales.

Figure 3: Number of antisocial behaviour incidents per 1,000 population that forces in England and Wales recorded in the year ending 31 March 2025



Source: [Police-recorded antisocial behaviour incidents data](#) and [population estimates for England and Wales](#) from the Office for National Statistics

Chart description: Column chart showing the number of [antisocial behaviour](#) incidents per 1,000 population that all forces in England and Wales recorded in the year ending 31 March 2025. Wiltshire Police recorded 10.3 antisocial behaviour incidents per 1,000 population, which was within the typical range for forces in England and Wales. The typical range, represented by dashed red lines on the chart, is between 7.03 and 22.41 antisocial behaviour incidents per 1,000 population. The median value of 13.63 per 1,000 population is presented as a solid red line.

[The accessible data table for figure 3 is available on our website.](#)

The force understands the reasons for differences between the number of antisocial behaviour incidents per 1,000 population and those recorded in other forces. This helps it develop strategies to tackle the causes of the antisocial behaviour, allocate resources where they are most needed and keep its communities safe.

The force doesn't always record all crimes that have occurred when [victims](#) report [antisocial behaviour personal](#). In our [quality service review](#), in the cases we examined, we found the force had recorded just 3 of 15 personal antisocial behaviour crimes correctly. Of the ten [harassment](#) crimes that should have been recorded, only one was recorded correctly. As a result, the force hasn't sufficiently addressed the [area for improvement](#) from our 2024 inspection about how it records antisocial behaviour personal crime.

The force is using preventative and protective orders effectively to help it tackle antisocial behaviour

During our inspection, we found neighbourhood policing teams worked closely with local authority antisocial behaviour officers, housing providers and other partner organisations to address the root causes of antisocial behaviour in their communities. We found [officers](#) were using antisocial behaviour legislation effectively to prevent community problems from escalating. In the year ending 31 March 2025, the force issued 69 preventative and protective orders, which equals 0.09 orders per 1,000 population. This is within the typical range for forces in England and Wales. Of the 69 orders issued, 22 were closure powers. This is one of the highest levels of that type of order used in all forces across England and Wales.

In our quality service review, we examined 20 antisocial behaviour incidents and any crimes recorded from them. We found them well supervised. And the force used antisocial behaviour legislation to help it tackle the root causes of antisocial behaviour in all six of the appropriate cases.

There are also several officers in neighbourhood teams with enhanced training in antisocial behaviour. And the neighbourhood harm reduction unit provides relevant specialist advice and support for local officers and [staff](#).

During our inspection, the officers we spoke to told us they were confident in applying for and using tools such as [Criminal Behaviour Orders \(CBOs\)](#) and civil injunctions, particularly in more complex or persistent antisocial behaviour cases. Officers said the force's new CBO process had made obtaining these orders more effective. The force has introduced a panel chaired by a police inspector to consider any application for CBOs. If an application is authorised, the inspector writes a supportive statement to the relevant court and makes sure the officer, the Crown Prosecution Service and the court are well prepared for the subsequent application.

This indicates officers understand antisocial behaviour legislation and the range of powers available to them. And this helps them tackle the root causes of antisocial behaviour more effectively.

The force has effective processes in place to monitor how often its neighbourhood teams are abstracted from their communities

Neighbourhood police officers are responsible for building relationships with communities, solving problems and working with partners to prevent crime and antisocial behaviour. This requires local officers to be visible and have meaningful communication with those communities. Sometimes neighbourhood officers are diverted from their usual work to carry out other duties in the force to meet demand. This is referred to as [abstraction](#). If this happens regularly and isn't monitored by the force, it can affect the ability of neighbourhood officers to carry out their main roles in their communities.

During our inspection, some officers told us they were regularly abstracted from their main duties. In our workforce survey, 49 percent of respondents involved in neighbourhood policing (79 of 161) said they were abstracted from their main neighbourhood policing duties on a monthly or more frequent basis. But 51 percent (82 respondents) said they were abstracted on a quarterly or less frequent basis. And 34 percent (54 respondents) said they had never been abstracted. Abstraction hasn't significantly affected officers' ability to carry out visible patrols in their communities, communicate with local residents and carry out preventative work.

The force has a new abstraction policy, which states officers should spend 70 percent of their time on visible patrols and working with their local communities. This is an interim position until national guidance is issued.

We found officers were consistently reporting when they were abstracted from their main neighbourhood policing duties. They could do this using an app on their mobile devices, which was simple and quick to use. To oversee this data, the force has developed a dashboard and should now be able to accurately see which neighbourhood policing areas are meeting the target in the abstraction policy. We found the force closely monitored how often abstraction was happening. This means senior leaders are always aware of the impact on local communities or officer well-being.

The force has invested in the capacity and capability of its neighbourhood policing teams

In the year ending 31 March 2025, 7.8 percent of the force's officers were in dedicated neighbourhood policing roles. This is within the typical range for forces in England and Wales.

The force's neighbourhood policing teams have the capacity and capability to provide a regular and visible presence that is accessible to their local communities. During our inspection, we found neighbourhood policing teams had enough officers and staff. They had the right skills and training to work effectively in their communities, with partner organisations, to reduce crime and antisocial behaviour. This makes sure there is time available for preventative work, problem-solving activity and meeting local priorities.

The force has invested resources in its neighbourhood policing teams and the neighbourhood harm reduction unit. It has taken steps to improve the capability of its neighbourhood officers and staff through training and development of essential skills and knowledge. This includes building confidence in community liaison, working with partner organisations, problem-solving and tackling antisocial behaviour.

Officers and staff in these teams work effectively with other force departments such as [integrated offender management](#) and the vulnerability directorate. And the force plays an integral role in partnership meetings that discuss the threats posed by gangs. In these meetings neighbourhood [personnel](#) use their knowledge and skills to help reduce serious offences, including knife crime.

The force communicates well with its diverse communities to better understand their needs and help set its local priorities

During our inspection, we found neighbourhood policing teams were regularly communicating with local people to understand their concerns and help them feel safe. At the time of our inspection, the force had developed a plan to guide local teams in how to build relationships and set local priorities based on community feedback. Communication practices are consistent across different areas of the force. And the force has invested in a dedicated neighbourhood policing team engagement officer in the communications department, to improve how local officers work with their communities.

We also found neighbourhood policing teams had made efforts to reach communities that traditionally have less contact with the police or may have lower levels of trust and confidence. And some teams were also tailoring their communication to include [seldom-heard groups](#), such as newly settled communities. We found many examples of how the force interacts with the public, including local meetings, Facebook Live events aimed at interacting with young people, a Safer Business Action week and events for girl guides and scouts.

Responding to the public

Adequate

Wiltshire Police is adequate at responding to the public.

Area for improvement

The force needs to reduce the number of non-emergency calls that callers abandon because they aren't answered

We identified this [area for improvement](#) in [our last inspection](#). However, despite some improvement, the number of abandoned calls is still too high.

In the year ending 30 September 2025, the force received 165 non-emergency [101](#) calls per 1,000 population. This was within the typical range for forces in England and Wales. The force told us that in the year ending 31 October 2025, 18.8 percent of calls to its non-emergency 101 facility were abandoned.

While there is no formal national standard for how non-emergency performance is measured, the force's performance isn't at an acceptable level. It doesn't have a clear understanding of whether callers hang up due to the long waiting times or because they choose to use an online option.

It needs to make sure there are sufficient resources and use technology effectively to help it meet demand.

Main findings

In this section, we set out our main findings that relate to how good the force is at responding to the public.

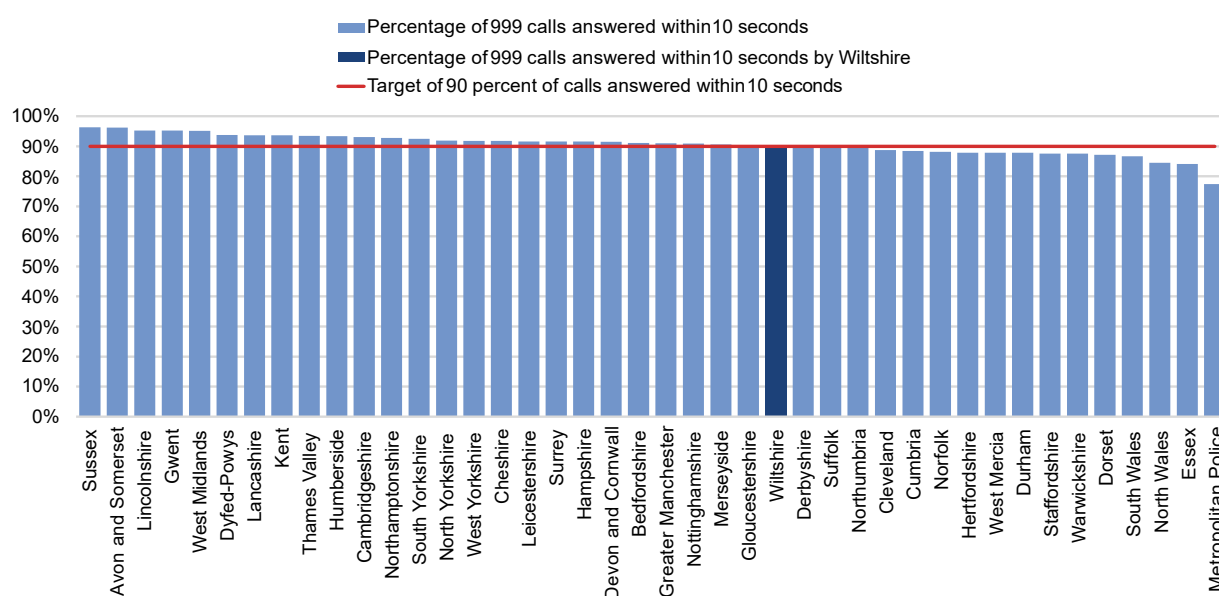
The force answers emergency calls quickly enough

In our last inspection we identified an area for improvement was that the force needed to make sure it answered emergency calls quickly enough. Since then it has made significant and sustained improvements.

In the year ending 30 November 2025, the force received 133 emergency 999 calls per 1,000 population. This was within the typical range for forces in England and Wales. It answered 90.4 percent of the 999 calls it received within 10 seconds. This was higher than the standard expected of forces in England and Wales of answering 90.0 percent of 999 calls within 10 seconds.

This suggests the force puts the [victim](#) at the centre of its decision-making, which provides the foundations for an effective response.

Figure 4: Percentage of 999 calls that forces in England and Wales answered within 10 seconds in the year ending 30 November 2025



Source: [999 call answering times from BT](#)

Chart description: Column chart showing the percentage of 999 calls that all forces in England and Wales answered within 10 seconds in the year ending 30 November 2025. Wiltshire Police answered 90.4 percent of the 999 calls it received within 10 seconds. This is above the expected standard of 90 percent for forces in England and Wales, which is marked with a solid red line on the chart. Sixteen forces were below the expected standard.

[The accessible data table for figure 4 is available on our website.](#)

Note: Call answering time is the time taken for a call to be transferred from BT to a force and then answered by that force.

The force attends calls for service within the agreed timescales

The force has a graded response policy with published targets for incident attendance times. In our [quality service review](#), we found that in 40 of the 45 cases we examined, the time to respond to the incident was within the required attendance time. This was regardless of whether the incident was downgraded or not; sometimes incidents are regraded because of updated information or reassessed risk, which may increase the expected response time.

Leaders monitor attendance times closely. This includes at daily management meetings at local and force level, and [chief officers](#) review this performance at the weekly pacesetter meeting. When required, leaders move resources to meet emergency demand. This means callers most in need of support receive a prompt service.

The force is improving how its personnel and technology can meet the needs of members of the public who contact it for help

The force has reviewed public demand on its telephone and online services. In November 2025, it introduced a callback option for phone callers to reduce abandoned calls and improve service. Callers can now keep their place in the queue and receive a callback. In addition, it plans to introduce more technology solutions to further improve the service it gives the public. And it plans to change staffing shift patterns in the [control room](#) in January 2026. This will more effectively match staffing with forecasted demand.

We are confident these improvements will improve the service it provides to the public.

Call handlers don't always give officers the information they need

When [officers](#) attend calls from the public for service it is important they receive relevant information. This improves decision-making and helps officers provide the right level of service.

In our quality service review we found call handlers were very effective at assessing calls for service. They nearly always identified the risk to [vulnerable](#) victims and other persons. But some officers told us they didn't always receive enough of this information. This limits their understanding of the risk at the incidents they are attending and their ability to promptly [safeguard](#) the vulnerable.

The force has a process to identify and learn from cases where such information isn't shared. This should minimise these omissions. But it must continue improving this process to make sure attending officers receive all the relevant information to provide a good service and reduce risk to officers.

Investigating crime

Requires
improvement

Wiltshire Police requires improvement at investigating crime.

Areas for improvement

The force should make sure there is supervisory oversight of investigations to make sure that all appropriate investigative opportunities are taken

In [our last inspection](#) we identified this [area for improvement](#). Since then, despite some improvement, performance is still not acceptable. In our [quality service review](#) we found supervisors didn't always carry out effective reviews or make sure investigations were progressed. We examined 85 cases and found the overall investigation was effective in only 66. We also examined 73 cases for evidence of effective supervision throughout the investigation but found this in only 57.

In the year ending 30 June 2025, of all the [crime outcomes](#) the force assigned to [victim-based crimes](#), 0.86 percent were outcome 17 (suspect identified but prosecution time limit expired). This is higher than the typical percentage for forces in England and Wales.

When supervision isn't good enough, investigations are less effective, delays can occur and the service to [victims](#) declines. The force audit process will support some improvements in supervision. But the force should make sure it monitors performance and improves supervisory oversight of investigations.

The force should make sure victims are able to access their rights as laid out in the Code of Practice for Victims of Crime

In [our last inspection](#) we identified that an [area for improvement](#) was that the force should make sure it carried out a victim needs assessment where appropriate. Since then, despite some improvement, performance is still not acceptable.

The [Code of Practice for Victims of Crime \(the Victims' Code\)](#) sets out the minimum level of service that [victims](#) of crime should receive. In 45 of 53 relevant cases we reviewed in our [quality service review](#), we found the force had recorded victim needs assessments. This is an improvement since our last inspection. But we found the force identified and recorded a victim's entitlement to an enhanced service in only 32 of 42 relevant cases we reviewed. And a victim contract was recorded in only 44 of 53 cases. During our inspection we found victim care wasn't supervised thoroughly, and the force didn't always update victims on the progress of their investigations.

This means investigators didn't always assess whether victims needed support and, if so, what type of support they needed and whether they were [vulnerable](#) or intimidated.

We found that when victims were referred to the [Horizon Victim and Witness Care](#) service, they could access a range of support services including specialist support. An effective needs assessment and the recording of a victim contract are essential to make sure victims who aren't automatically referred to Horizon receive a high-quality service and the force complies with the Victims' Code.

The force should make sure its focus is on meaningful care rather than compliance. It is essential that victims are able to access their rights as laid out in the Victims' Code.

Innovative practice

The force has an audit process which focuses on investigation quality, from allocation to outcome, with an emphasis on learning and improvement

Wiltshire Police has adopted an audit-based approach to improve the quality of investigations. A central audit team scrutinises allocation decisions, supervisor reviews, investigation plans, [victim](#) engagement, timeliness and [outcomes](#). It audits investigations at the 7 and 30-day stages to make sure there is effective supervisory oversight in accordance with force policy.

Results are uploaded to a dashboard providing leaders with performance data at the level of police area, station, department, team and individual. [Personnel](#) receive feedback in a supportive way that encourages learning and improvement.

The audit process includes a structured intervention pathway when supervision fails to improve. During our inspection we found the audit team identified supervisors who would benefit from additional training. The force was able to prioritise these supervisors to attend the [College of Policing's professionalising investigations programme](#) level 1 supervisors course.

The quality and depth of audit data gathered has helped the force provide supportive feedback and training based on need. And it should help it identify and support improvements to investigation quality, resulting in improved service and outcomes for the public.

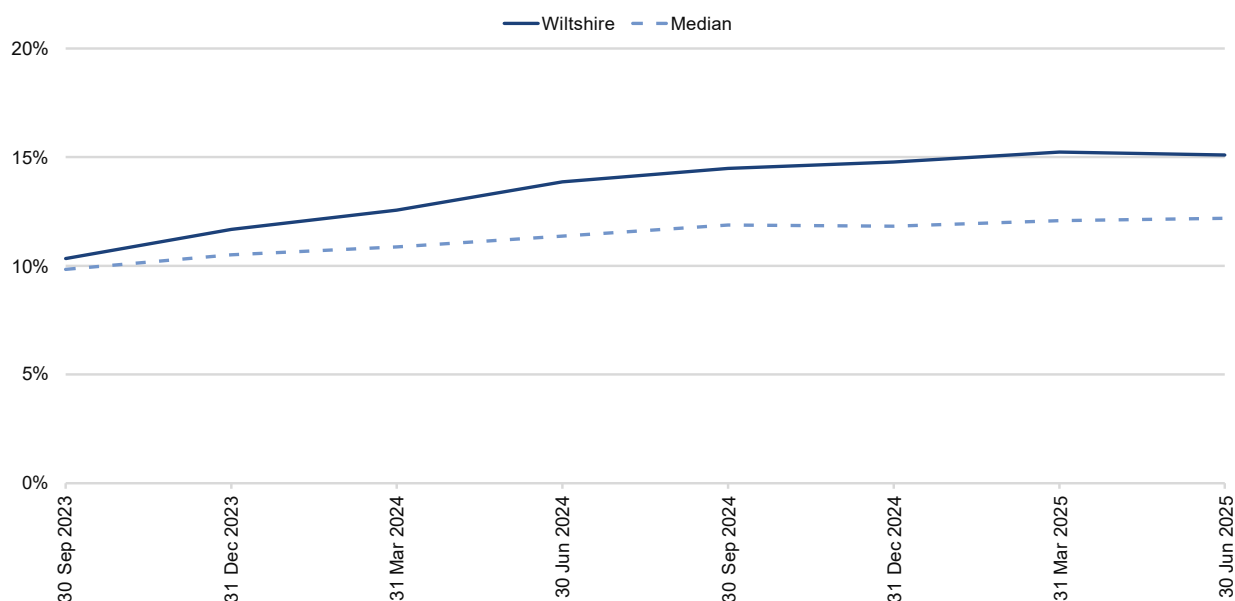
Main findings

In this section, we set out our main findings that relate to how good the force is at investigating crime.

The force consistently achieves appropriate outcomes for victims

In our last inspection, we identified that an area for improvement was that the force didn't consistently achieve appropriate outcomes for victims. Since then it has shown a meaningful and sustained improvement in its positive outcome rates for victims of crime in the past two years. In the year ending 30 June 2025, 15.1 percent of all outcomes the force assigned to victim-based crimes were [positive outcomes](#). As a result, we have closed the area for improvement.

Figure 5: Percentage of positive outcomes that Wiltshire Police and all forces in England and Wales assigned to victim-based crimes between the year ending 30 September 2023 and the year ending 30 June 2025



Source: [Police recorded crime and outcomes open data tables](#) from the Home Office

Chart description: Line chart showing the percentage of [positive outcomes](#) that Wiltshire Police assigned and the median for forces in England and Wales for each year from the year ending 30 September 2023 to the year ending 30 June 2025. The chart shows that 15.1 percent of outcomes that Wiltshire Police assigned to [victim-based crimes](#) were positive in the year ending 30 June 2025, compared to the median of 12.2 percent for forces in England and Wales. It also shows that the percentage of positive outcomes Wiltshire Police assigned has been generally increasing since the year ending 30 September 2023. And the median percentage of positive outcomes for forces in England and Wales has been slowly increasing in the same period.

Note: The percentage of positive outcomes that forces assign is calculated from all outcomes they assign in a given period. Victim-based crimes include all police-recorded crimes where there is a direct [victim](#), such as an individual, an organisation or a corporate body. For a detailed description of crime and outcome types, please see the [Home Office statistics](#).

Figure 6: Percentage of unresolved, resolved, and positive outcomes that Wiltshire Police and all forces in England and Wales assigned to victim-based crimes in the year ending 30 June 2025

Outcome type	Wiltshire percentage [%]	Median percentage [%] for forces in England and Wales
<u>Unresolved crime outcomes</u> (Outcomes 11–18)	79.6	82.9
<u>Resolved crime outcomes</u> (Outcomes 5, 9, 10, 20–22)	5.3	2.7
<u>Positive crime outcomes</u> (Outcomes 1–4, 8), of which:	15.1	12.2
1 – Charged/summonsed	9.3	9.1
2 and 3 – <u>Caution</u> – youths and adults	0.8	0.8
4 – Taken into consideration	0.0	0.1
8 – <u>Community resolution</u>	5.0	2.2

Source: [Police recorded crime and outcomes open data tables](#) from the Home Office

Note: The percentage of unresolved, resolved, and positive outcomes that forces assign is calculated from all outcomes they assign in a given period. [Victim-based crimes](#) include all police-recorded crimes where there is a direct [victim](#), such as an individual, an organisation or a corporate body. For a detailed description of crime and outcome types, please see the [Home Office statistics](#).

In the year ending 30 June 2025, of all the crime outcomes the force assigned to victim-based crimes, 5 percent were outcome 8 (community resolution). This is higher than the typical range for forces in England and Wales. The force told us it had promoted the use of [out-of-court resolutions](#), improved oversight through a community resolution lead and introduced internal scrutiny to make sure the outcome was applied correctly. We found evidence the force had reduced the time taken to resolve crimes assigned a community resolution outcome, providing a swifter service to victims of crime.

The force has developed its Phoenix programme to encourage the improvements in investigative standards it needs to make. During our inspection we found the force routinely audited and scrutinised use of outcome types. The performance board reviews all outcomes and periodically focuses on specific outcomes. This means leaders can be confident they understand the reasons for the force’s use of particular outcomes, whether the outcomes are appropriate and what improvements might be needed to give victims better justice.

In our quality service review, we found the force assigned the correct outcome in 54 of 70 cases. The review found supervision at the point of outcome should improve. Some supervisors signed off investigations as complete when they should have been investigated. And they didn't always identify when [safeguarding](#) hadn't been implemented to prevent people being harmed. The force's audit process should help identify those supervisors who could benefit from additional support and guidance to help them make the correct outcome decisions.

The force monitors file quality against national file standards to identify themes for improvement. The force told us, in the 12 months to October 2025, 43 percent of files contained errors when first submitted. It must use this information to identify good practice and areas of learning and to provide feedback to investigators. The force has more work to do to improve file quality.

While the force has made progress on achieving positive outcomes for victims of crime, it is essential it maintains effective scrutiny of investigation performance to improve the quality and timeliness of investigations on behalf of victims.

Safeguarding children and adults at risk of harm

Requires improvement

Wiltshire Police requires improvement at [safeguarding children](#) and [adults at risk of harm](#).

Areas for improvement

The force should make sure it has clear processes for monitoring protective orders and enforcing any breaches

In [our last inspection](#) we identified this as an [area for improvement](#). Since then, despite some improvement, the force doesn't have an established or understood process to proactively monitor orders or breaches by perpetrators. This means the force still relies heavily on [victims](#) to report any breach.

We spoke to response officers, neighbourhood officers and detectives. Many didn't know their enforcement responsibilities.

However, during our inspection it was clear that [officers](#) understood the benefits of using protective orders to help manage the risk of harm to [vulnerable people](#). The force has improved oversight of applications for [Domestic Violence Protection Notices](#) and [Domestic Violence Protection Orders](#). And some teams routinely use orders to [safeguard](#) victims. The child internet exploitation team includes a draft [Sexual Harm Prevention Order](#) with every case submitted to the Crown Prosecution Service to help reduce the risk posed by the offender. Our [quality service review](#) found the use of ancillary orders, such as Domestic Violence Protection Notices, Domestic Violence Protection Orders and Sexual Harm Prevention Orders was considered in 9 of 11 cases.

The force plans to introduce a process to [flag](#) breaches on its [intelligence](#) portal, so [personnel](#) have access to this information. But it hasn't yet clarified which department or teams will be responsible for enforcement, and this long-term plan isn't yet in place.

There is limited evidence of active management of orders, and the monitoring and enforcement of breaches remains inconsistent. The force can't yet be confident it effectively uses orders to protect victims from experiencing further or more serious harm.

The force should make sure it has timely assessment, referral and notification systems that safeguard adults and children from harm

Officers told us they had a good understanding of [safeguarding](#) and the importance of completing [risk assessments](#) to protect [vulnerable people](#). Our data supports this. In the first quarter of 2024/25 the number of risk forms completed for each [domestic abuse](#) incident was 2.1. This is higher than the England and Wales rate of 1. But we found some [officers](#) were downgrading risk inappropriately, indicating a lack of understanding.

The force has a domestic abuse safeguarding team to carry out secondary [risk assessments](#) for low and medium-risk domestic abuse incidents, using a methodology linked to the eight stages of domestic homicide. But too few [personnel](#) were allocated to complete this work. We found 217 cases awaiting a secondary risk assessment at the end of November 2025. This meant referrals to safeguarding partners weren't happening quickly enough. During our inspection, non-statutory partners raised concerns about low referral rates by the force to their support services. And a lack of performance data limits the force's strategic oversight of the effectiveness of initial risk grading decisions by officers.

Police forces have a statutory responsibility to notify schools of domestic abuse incidents before the next school day ([Operation Encompass](#)). This information sharing is vital to help schools provide timely support. The force has systems to make sure schools receive such notifications promptly. But officers notified schools in only 6 of 11 relevant cases we reviewed. We also found delays in notifications. Although these referrals are automated, many forms completed weren't received by the schools. Some were delayed because they didn't contain enough information and needed more work. Backlogs persisted throughout 2025, which the force dealt with by deleting 2,847 older notifications. It acknowledged many of these were initial referrals to schools about their pupils' exposure to domestic abuse. This means a large number of [children](#) may have been living with the effects of domestic abuse without prompt support from their schools.

We also found the force had no [stalking](#) risk assessment process for cases which aren't linked to domestic abuse. In our [quality service review](#) we found evidence of an appropriate stalking risk assessment in only 6 of 12 cases, and full details of stalking behaviour gathered and recorded in only 5 of 12 cases. The force has a stalking prevention officer who is responsible for reviewing new cases and supporting officers in applying for [Stalking Protection Orders](#). During our inspection, the stalking prevention officer was temporarily away from work and the force hadn't provided alternative, dedicated support for officers and [staff](#). The force needs to make sure it manages suspected offenders and provides support and protection to stalking [victims](#).

It is essential the force understands areas of risk and provides enough personnel to support safeguarding actions required to protect vulnerable people.

The force needs to improve how it records crimes committed against victims of domestic abuse and reported incidents of rape

In [our last inspection](#) we identified [areas for improvement](#) in the way the force records crimes, including rape and [antisocial behaviour](#). However, performance is still not acceptable.

In our [quality service review](#), we examined 44 incidents involving [victims](#) of [domestic abuse](#). We found 45 crimes should have been recorded but 37 crimes were recorded correctly. Victims of domestic abuse are among the most [vulnerable](#) in our communities. Domestic abuse crimes must be recorded correctly and investigated so victims can be given the protection they need.

In our review we also examined 50 reported incidents of rape ([N100](#)). We found 7 crimes of rape should have been recorded but 1 crime was recorded correctly. The force should improve its recording practices to make sure rape crimes and reported incidents of rape are recorded correctly. If they aren't, they may not be investigated properly, and victims may not receive the service they expect and deserve.

Main findings

In this section we set out our main findings that relate to how good the force is at safeguarding children and adults at risk of harm.

The force records crimes committed against vulnerable adults and children effectively and cancels recorded crimes of rape where appropriate

In our quality service review, we examined 50 records involving referrals made to the force about vulnerable adults and child protection cases and 20 decisions to cancel crimes of rape. We found the following:

- Vulnerable adult and child protection cases: 42 crimes should have been recorded and 41 were recorded correctly.
- Cancelled crimes of rape: 19 out of 20 crimes were cancelled correctly.

Recording and cancelling crimes correctly helps make sure victims receive the service and support they expect and deserve from the police. If the force doesn't record or cancel crimes correctly, offenders may go on to commit further crimes against their victims or against other vulnerable victims.

The force needs to improve how it safeguards children and adults from the risk of harm

The force offers a range of safeguarding training as part of initial officer training, leadership programmes and protected learning days. In our workforce survey, 83.9 percent of respondents involved with safeguarding vulnerable people (423 of 504) reported they had received safeguarding training in the past two years. Of those, 91.0 percent of respondents (385 of 423) said they understood what action to take when risk or vulnerability was identified. And 87.9 percent of those who had received training (372 of 423) said they understood the process for submitting a safeguarding referral for a child. During our inspection we found the [multi-agency safeguarding hub](#) and early intervention teams received training specific to their roles. However, the force doesn't consistently track all training, which limits its oversight and understanding of effectiveness.

As part of our quality service review, we reviewed 60 cases to determine how well the force safeguarded victims. We found that in 37 of 44 cases, safeguarding advice was appropriately given to victims. This suggests most officers are aware of their duty to identify and reduce the risk of harm to vulnerable victims. In 12 of 15 cases we reviewed, officers recorded the [voice of the child](#) in referrals, making sure the child's experiences and needs were considered in safeguarding decisions.

When attending incidents, officers didn't consistently record how they showed [professional curiosity](#) and looked beyond the obvious to identify signs of hidden harm, exploitation or vulnerability. In only 28 of 38 cases we reviewed, officers completed appropriate risk assessments. This shows they didn't all have a clear understanding of the risks victims face. Officers made relevant referrals to specialist partners in 43 of 47 cases, which shows most were aware of available support services and the importance of connecting victims with the help they need. However, this wasn't reflected in our wider review of how the force supports victims. Our audit showed victims were referred to an independent domestic violence advisor or suitable third-sector support services when appropriate in only 17 of 26 cases. This is reflected in [the area for improvement in our 'Investigating crime' section](#).

During the force's domestic abuse month of action in October 2025, independent domestic violence advisors were based in police stations. They were able to provide officers with practical support, assistance and guidance. Following positive feedback, the force told us it wanted to make this a more permanent arrangement.

The force's policy on managing [missing persons](#) makes sure it gives a structured and proactive response. During the missing person triage process, the force assesses risk and gathers essential information. In 17 of 20 cases we reviewed, the risk grade was appropriate for the information known at the time. In 16 of 20 cases we reviewed, officers attended within the required time frames.

The force carries out thorough investigations to locate missing persons. In 15 of 17 cases we reviewed, officers followed the investigation plan, made relevant enquiries and recorded updates of their efforts to locate the missing person.

In ten of ten missing children's cases we reviewed, social care was notified of the missing episode. This means children were assessed for the welfare support they may need.

The force works well with multi-agency partners to safeguard and reduce the risk of harm to vulnerable people

Multi-agency working is an important part of the force's safeguarding strategy. The [multi-agency safeguarding hub \(MASH\)](#) includes a wide range of child safeguarding partners. There is a dedicated police sergeant dealing with adult safeguarding. In 26 of 31 relevant cases we reviewed, the force shared information with appropriate agencies, which allowed for a co-ordinated response to safeguarding. The force processes multi-agency referrals promptly, with no backlogs reported.

We found the force had agreed thresholds for referring to partner organisations. It works with both local authorities to improve how each organisation manages the demand from these referrals. It also has a joint scrutiny panel with children's services, which is designed to improve the quality of referrals. We found a satisfactory level of child referrals from domestic abuse incidents. Our data shows that child protection referrals as a proportion of domestic abuse incidents were 57.7 percent, compared to 29.9 percent for England and Wales.

The force uses appropriate measures to safeguard vulnerable people and reduce any risk from offenders

The force uses preventative orders and schemes to manage risk and protect vulnerable people. In 9 of 11 cases we reviewed, the force considered preventative orders to reduce the risk of further harm to victims. These include Domestic Violence Protection Notices, Domestic Violence Protection Orders, [Domestic Abuse Protection Orders](#) and Stalking Protection Orders. This shows the force is using appropriate measures to safeguard victims. However, the area for improvement identifies that the force needs to establish effective processes for monitoring and enforcing these.

The force operates disclosure schemes such as the [Domestic Violence Disclosure Scheme](#) and the [Child Sex Offender Disclosure Scheme](#) in compliance with national statutory guidance. This empowers individuals to make informed decisions about their relationships and personal safety.

All Domestic Violence Disclosure Scheme applications are triaged, and high-risk cases meet statutory time limits. In September 2025, we carried out an audit and found some delays to low-risk and medium-risk cases. But supervisors review all cases that exceed statutory time limits to reassess the risk to potential victims. And the force has restructured its domestic abuse safeguarding team to manage applications more effectively. It told us it anticipated this team would be fully operational in early 2026, with improved performance as a result.

However, we found the force relied on Excel spreadsheets to track and record its performance. This is inefficient and potentially prone to error.

It is important the force identifies areas of risk and reduces delays to protect victims from serious harm.

The force works with safeguarding partner organisations to protect vulnerable people and challenge offenders

When working with partner organisations, the force considers all appropriate ways to safeguard vulnerable people and challenge offenders. In three of five cases we reviewed, the force appropriately referred domestic abuse cases to the [multi-agency risk assessment conference \(MARAC\)](#) or made [multi-agency tasking and co-ordination](#) arrangements. The force told us some cases not heard at MARAC were still subject to a professional's discussion. This means the force and partners can always create a multi-agency plan to reduce the harm to [high-risk domestic abuse](#) victims or their children, and manage the risk from offenders.

During our inspection, we found [police personnel](#) and council staff completed an initial triage of high-risk and medium-risk cases to consider which cases to put forward for discussion. The MARAC chair then decided which cases would be heard. The force has introduced a MARAC oversight group that considers cases escalated where there is disagreement about whether they should be discussed.

We found MARAC meetings were attended by a range of professionals and resulted in actions being agreed to reduce the risk of harm to vulnerable people.

The force has improved its governance and use of data to give a better service to vulnerable people

The force's approach to vulnerability is based on the National Vulnerability and Public Protection Strategy. The six pillars in the National Vulnerability and Public Protection Strategy provide a framework, with clear responsibility for each strand and a range of meetings directing implementation.

During our inspection we observed effective force oversight. The vulnerability oversight meeting identified a drop in domestic abuse arrest rates. So the strategic board agreed a domestic abuse month of action. A local charity reported that, as a result, investigations were more detailed and officers asked more thorough questions and considered a wider range of outcomes.

Force meetings include a range of data to help leaders identify areas of risk. A daily oversight meeting of all vulnerability matters helps issues (such as backlogs in the MASH) to be escalated and resolved quickly. And the force has improved access to partnership data, but some challenges remain concerning how comprehensive this data is. The force is working with partners to develop joint data dashboards to improve the force's ability to fully understand emerging issues.

The MASH team regularly audits [public protection notices](#) that referring officers have completed. And it also reviews its decision-making. It uses the findings to provide feedback to MASH personnel and individual referring officers. We saw evidence of a police officer who had received positive as well as developmental feedback. Effective auditing and feedback should lead to improvements in the quality of public protection notices.

Managing fraud

Adequate

Wiltshire Police is adequate at managing fraud.

Areas for improvement

The force should implement and fully establish fraud governance at a strategic level

In April 2025, the force strategically assessed the threat faced from fraud. This included changing allocation processes and governance and creating a new fraud strategy. There is a new fraud operating board, which is being used to identify operational areas of risk such as fraud investigations.

However, these changes are yet to be fully established. And the required improvements the force has identified are being led from a tactical level and lack visibility at a strategic level.

Without strategic level support the force will struggle to implement the required changes across the whole of the force.

The force needs to effectively train personnel who receive calls from the public about fraud and those who investigate fraud offences

Wiltshire Police hasn't provided contact management [personnel](#) with consistent initial fraud training. Also, planned fraud refresher training has lapsed. The force [control room](#) does have a fraud lead to support call handlers. They are experienced but have no formal training. We found advice is given to [victims](#) from call takers' personal experience rather than from training or guidance.

In our workforce survey, 261 respondents stated they were involved in fraud investigations. Of these, 171 hadn't received fraud training. The force had also identified that frontline [officers](#) don't have the required fraud investigation skills and so moved fraud investigation into specialist departments. However, frontline officers will still attend fraud-related calls and need the ability to carry out initial investigations. The force is identifying and training local fraud champions. This is new and hasn't yet been implemented in all areas.

Main findings

In this section, we set out our main findings that relate to how good the force is at managing fraud.

The force doesn't have enough capacity and capability to manage fraud in its communities and provide support to victims

During our inspection, we found that, despite recent improvements, the force didn't yet have the right capacity or capability to manage fraud. It has a dedicated [4P plan](#) for fraud at a strategic level that it implemented in April 2025. However, there are no specific 4P plans to target high-harm fraud types. The force has a new triage process using an allocation matrix, but this is new and isn't yet understood by everyone at an operation level. The force doesn't always follow the [fraud investigation model](#) and investigations aren't carried out in a proportionate, thorough and timely way. The fraud operating board is monitoring this.

The force does work in its communities to protect the public from fraud. It works with charities such as the Bobby Van Trust to achieve this. However, this work isn't effectively co-ordinated to target those in most need. The force also has officers with additional training working in local police teams, to give advice to victims of fraud.

Since April 2025, the force has made good progress in creating the right capacity and capability for fraud. It is achieving a positive judicial outcome rate for fraud. It has identified those gaps that remain and has made changes that now need to be fully established.

