Wiltshire Council

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Swindon BOROUGH COUNCIL

AGENDA

Meeting:	**Wiltshire Police and Crime Panel**
Place:	**Kennet Room - County Hall, Bythesea Road, Trowbridge, BA14 8JN**
Date:	**Thursday 14 September 2023**
Time:	**10.30 am**

Please direct any enquiries on this Agenda to Matt Hitch of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line or email matthew.hitch@wiltshire.gov.uk

Membership:

Cllr Steve Bucknell (Chairman)
Cllr Stanka Adamcova, Swindon Borough Council (Vice-Chairman)
Cllr Sudha Sri Nukana, Swindon Borough Council
Cllr Vijay Manro, Swindon Borough Council
Cllr Abdul Amin, Swindon Borough Council
Cllr Ross Henning
Cllr George Jeans
Cllr Dr Brian Mathew
Cllr Tony Pickernell
Cllr James Sheppard
Cllr Elizabeth Threlfall
Denisa Ahmeti
Louise Williams

Substitutes:

Cllr Adrian Foster
Cllr Ernie Clark
Cllr Sarah Gibson
Cllr Jon Hubbard
Cllr Gordon King
Cllr Dominic Muns
Cllr Dr Nick Murry
Cllr Sam Pearce-Kearney
Cllr Caroline Thomas

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Public Participation

Please see the agenda list on following pages for details of deadlines for submission of questions and statements for this meeting.

For extended details on meeting procedure, submission and scope of questions and other matters, please consult Part 4 of the council's constitution.

The full constitution can be found at this link.

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AGENDA

Part I

Items to be considered when the meeting is open to the public

1   **Apologies for Absence**

To receive any apologies for absence.

2   **Declarations of interest**

To receive any declarations of disclosable interests or dispensations.

3   **Chairman's Announcements**

To receive announcements through the Chairman.

4   **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

If you wish to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Speakers are permitted to speak for up to 3 minutes on any agenda item. Please contact the officer named on the first page of the agenda for any further clarification.

Questions

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on Wednesday 6 September 2023. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

5   **Minutes and Matters Arising** *(Pages 5 - 14)*

To confirm the minutes of the meeting held on 13 June 2023 as a true and correct record.

6   **Wiltshire and Swindon Youth Justice Services**

To receive a presentation on Youth Justice Services.

7   **Wiltshire Police Work HMICFRS PEEL - Progress Update** *(Pages 15 - 24)*

To receive an update on the progress made towards the addressing the findings

of a Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

8   **Police and Crime Plan Highlight and Performance Report** *(Pages 25 - 44)*

To receive the Highlight and Performance Report and receive a verbal update from the Police and Crime Commissioner.

9   **PCC Annual Report 2022/23**

To consider the draft report from the Office of the Police and Crime Commissioner (OPCC).

10   **Communications**

To receive an update on how the Police and Crime Panel can improve its communications with the wider public.

11   **Forward Work Plan** *(Pages 45 - 48)*

To note the forward work plan.

12   **Future Meeting Dates**

To note the future meeting dates below:

- Thursday 14 December 2023, 10:30am – Committee Room 6, Swindon BC Offices
- Thursday 18 January 2024, 10:30am – Kennet Room, County Hall, Trowbridge
- Thursday 8 February 2024, 10:30am – Council Chamber, Monkton Park, Chippenham
- Thursday 7 March 2024, 10:30am
- Thursday 27 June 2024, 10:30am
- Thursday 26 September 2024, 1:30pm
- Thursday 14 November 2024, 10:30am

Part II

Item(s) during whose consideration it is recommended that the public should be excluded because of the likelihood that exempt information would be disclosed

None

Wiltshire Council

Wiltshire Police and Crime Panel

MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 13 JUNE 2023 AT WESSEX ROOM - THE CORN EXCHANGE, MARKET PLACE, DEVIZES, SN10 1HS.

Present:
Cllr Steve Bucknell (Chairman), Cllr Stanka Adamcova (Vice-Chairman), Cllr Abdul Amin, Cllr Ross Henning, Cllr George Jeans, Cllr Dr Brian Mathew, Cllr Tony Pickernell, Cllr Elizabeth Threlfall, Denisa Ahmeti, Louise Williams and Cllr Dominic Muns (Substitute)

Also Present:

Philip Wilkinson OBE, MPhil – Police and Crime Commissioner
Naji Darwish – Chief Executive and Monitoring Officer, OPCC
John Derryman – Strategic Planning and Performance Officer, OPCC
Emma Morton – Head of Communications and Engagement, OPCC
Matt Hitch – Democratic Services Officer, Wiltshire Council

1   **Election of Chairman**

The Democratic Services Officer called for nominations for the position of Chairman for the forthcoming year.

Cllr Elizabeth Threlfall nominated Cllr Steve Bucknell for the position of Chairman, which was then seconded by Cllr Tony Pickernell.

There were no further nominations.

Decision

To appoint Cllr Steve Bucknell as Chairman for 2023/24.

2   **Election of Vice-Chairman**

The Chairman sought nominations for the position of Vice-Chairman for the forthcoming year.

Cllr Abdul Amin nominated Cllr Stanka Adamcova for the position of Vice-Chairman, which was seconded by Cllr Ros Henning.

There were no further nominations.

Decision

To appoint Cllr Stanka Adamcova as Vice-Chairman for 2023/24.

3   **Apologies for Absence and Membership Changes**

Apologies were received from:

- Cllr James Sheppard (substituted by Cllr Dominic Muns)
- Cllr Vijay Manro
- Cllr Jim Grant

The Chairman took the opportunity to welcome new members to the Panel and to thank the former members for their service in supporting its work.

4   **Minutes and matters arising**

On the proposal of Cllr Pickernell, seconded by Cllr Henning, it was resolved to make the:

Decision

To approve the minutes of the previous meeting, held on 9 March 2023, as a true and correct record.

5   **Declarations of interest**

There were no declarations of interest.

6   **Chairman's Announcements**

There were no announcements.

7   **Public Participation**

Paul Sunners, Chair of Wiltshire Neighbourhood Watch Association, made a statement explaining that they had received lots of interest from the public and were managing two new schemes each week. He was pleased to report that there were many good examples of good practice within Neighbourhood Watch.

8   **Update from the PCC**

The Police and Crime Commissioner (PCC) gave a strategic overview of the progress made towards the four key priority areas in his Police and Crime Plan. Key points included:

- He was pleased to report that there had been significant operational improvements in a number of areas, including in road safety, community engagement, and in reducing violence and serious harm.
- Wiltshire was now the second or third best performing force in England and Wales in terms of disrupting County Lines activity.

- In 2021 Wiltshire Police only issued 192 speed enforcement tickets but had issued over 2,400 so far in 2023.
- There had been support from the Justice Department to improve efficiency with courts and the probation service.
- A new call centre would be opened in Swindon to manage 101 calls. Swindon had been selected as the base for the centre due to its large workforce.
- There was strong engagement with the Chief Constable's Chief Officer Group.
- The complaints process had been formalised, with the Complaints Resolution Team in the Office of the Police and Crime Commissioner (OPCC) being the initial point of contact.
- They had received around £2.6 million through bids to the Home Office's Safer Streets Fund, which they would use in close consultation with the local authorities.

The PCC then took the opportunity to congratulate the Chairman on his reappointment and commended the cross-party Panel for the way that they held him to account. In addition, he praised the Chief Executive of the OPCC, Naji Darwish, and his staff, for formalising the governance processes that his office had in place.

During the discussion, points included:

- The Panel thanked the PCC for the update and welcomed the progress made towards his priority goals.
- The PCC reported that since the Panel's last meeting his office had received similar levels of complaints from pro and anti-foxhunting groups, which gave him confidence that he was handling these issues in an impartial manner.
- The Panel welcomed the appointment of a new interim head of Human Resources (HR) at Wiltshire Police to improve the staff retention rate.
- It was explained that armed forces personnel could join Wiltshire Police without a degree.
- It was planned to hold an engagement event in Tidworth to promote the police as a career path for ex-military personnel.
- Cllr Amin reported that he was still hearing lots of concerns about County Lines from residents and the Chairman queried whether there was a discrepancy in the level of community engagement between Swindon and the rest of the county. In response, the PCC stated that there was a need to do more to tackle drug issues and that he would be attending a conference considering the issue which was due to be attended by the MP for South Swindon Robert Buckland.
- A Super Intendent had been employed to come up with initiatives to improve the efficiency of the criminal justice system in Wiltshire.
- The Chief Executive of the OPCC confirmed that the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection process involved monitoring targets a monthly basis.

- When asked about his long-term plan to tackle knife crime and gang culture the PCC highlighted that they were making the necessary operational changes but acknowledged that it would take time to change public perceptions about the issue.
- It was noted that crimes could be reported anonymously through the [CrimeStoppers](#) charity.
- In response to a question about the impact of the PEEL assessment on the morale of the force, the PCC explained that both issues were interconnected. He believed that the streamlined command and control processes had improved leadership and accountability.

9   **Presentation by the Chief Constable**

Chief Constable Catherine Roper updated the Panel about the improvements she had put in place to deliver the objectives of the Police and Crime Plan. She also spoke about the ongoing work to move out of ENGAGE process, the response to an inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). She explained that at the core of her approach were her three operational priorities of creating safer public spaces, tackling violence and reducing burglary. Key points included:

- During her 107 days in post, she had implemented a number of reforms including reorganising her Chief Officer Group, introducing a new performance framework and increasing the number of press releases to improve transparency.
- She highlighted the importance of delivering a fundamental improvement in service delivery above and beyond the requirements of the ENGAGE process to develop a force that the public would be proud of.
- Key areas of focus would include developing a better strategic framework and enhancing victim support.
- She explained that burglary was a priority as it was an 'indicator crime', often being an indicative of other issues such as the need to fund drugs.
- In order to improve their accessibility to the public, Wiltshire Police were reviewing their estate strategy and setting up 24-hour deployment points.
- She emphasised the importance of recruiting a workforce with a mix of cultures and experiences.
- An interim Assistant Chief Constable had been recruited, with an aim to make a permanent appointment in the autumn.
- The rank of Chief Super Intendent, previously abolished in 2014, had been reintroduced to improve governance and leadership.
- Wiltshire Police were looking to recruit more Police Community Support Officers (PCSOs) and Special Constables, volunteer officers who have the same powers and responsibilities as regular officers.
- The Force were undertaking a review of their frontline uniform resources to ensure they were best deployed to meet the needs to different types of investigations.
- An internal audit inspection framework had been developed to give better oversight to the Chief Constable and PCC.

During the discussion the following points were made:

- The Panel thanked the Chief Constable for the update. They also took the opportunity the praise the work done by Cadets, Community Speed Watch and Special Constable volunteers.
- In response to a question about Special Constables, the Chief Constable reported that they had lost a large number of volunteers during the Covid pandemic but were now running a recruitment drive. She underlined that it was vital to ensure that the appropriate level of training would be in place.
- The PCC explained that he felt that reinforcing the Road Policing Unit would be a better use of funding than purchasing fixed cameras as they tended to be expensive and inflexible. The PCC was pleased to report that there had been a reduction in speeding in a number of speeding hotspots.
- The Strategic Planning and Performance Officer at the OPCC, John Derryman, praised the 930 volunteers in Wiltshire across their 115 Community Speed Watch Teams. He noted that the information from the teams helped to inform the deployment of resources and encouraged the public to report speeding issues. The teams also held quarterly meetings to share ideas and acknowledge the great work of volunteers.

Further details of the Chief Constable's plan are available in Agenda Supplement 2.

10   **Police and Crime Plan Highlight and Performance Report**

The PCC introduced his performance report which tracked the progress made towards the four key priority areas in his Police and Crime Plan. He noted that there had been positive trends in a number of areas, and he was confident that they would be able to deliver encouraging messages to the public. During the discussion, points included:

- The Panel thanked the PCC for his report.
- The Panel were pleased to note that the percentage of people that thought that the police could be relied on was higher than the national average but expressed unease that it was still only 57 percent.
- It was explained that that the PCC's Executive Leadership Team met on a fortnightly basis with the Chief Constable to review progress.
- In response to whether there was a specific timeframe for targets to be reached, the Chief Constable noted that her Community Commitment would set out the minimum standards that the public could expect. She noted that the business plan was being set out over a five-year period. Her first 100 days in the role had been focussed on processes, so she wanted to give the new reforms time to embed before completing a more detailed assessment.

- The PCC noted that the next PEEL inspection was due next year and that he would like the majority of the progress indicators to be green on the RAG (red, amber, green) rating by that time.
- The Chief Executive of the OPCC noted that the PCC and Wiltshire Police would like to see continual improvement over a sustained period so needed to commit to measures and track their progress through the years of their operation.
- It was noted that the rate of rape and serious sexual offences had gone up but it was recognised that this could be a result of work being done to encourage more people to come forward.

11   OPCC Delivery Plan 2023-24

The Panel thanked the PCC for the report.

12   Items for Communication to the Public

The Panel felt that it would be useful to publicise the good work that was going on to disrupt County Lines activity and tackle speeding. They were also keen to praise the excellent work carried out by volunteers to help Wiltshire Police. The Chief Constable suggested that a web link could be provided to her open letter to thank volunteers.

The Head of Communications and Engagement at the OPCC, Emma Morton, noted that they circulated a performance newsletter and that Panel members would be welcome to share the links via their social media accounts.

13   Protocol 12

The Chairman reminded the Panel that their arrangements and rules of procedure, Protocol 12 of Wiltshire Council's Constitution, had not been updated since 2014. At their previous meeting they had agreed for an updated version to be drafted and considered by the host authority's, Constitution Focus Group. Revised documents had been prepared by officers in consultation with Panel members, before being considered by Wiltshire Council's Constitution Focus Group on 19 May 2023. The Constitution Focus Group had welcomed the overall changes and were content for the Panel to consider them in further detail. The Chairman then referred the Panel to the report in Agenda Supplement 1 summarising the changes from the existing documents.

It was clarified that approval for the changes would require a two thirds majority of the total membership of the Panel, nine of the 13 members. The changes would also need the agreement of both Wiltshire Council and Swindon Borough Council, so, if approved by the Panel, would be bought to their respective Full Council meetings for ratification.

During the discussion, members welcomed the alterations including those to the public participation rules. It was questioned whether reference could be made to the Criminal Justice Board in the documents. The Chief Executive of the OPCC explained that the PCC chaired the Criminal Justice Board but that many

powers rested with partner agencies. The Democratic Services Officer noted that all of the powers of the Panel derived from the Police Reform and Social Responsibility Act 2011 (the Act) and its associated regulations, so it would not be possible to exercise any functions other than those conferred to it by the legislation.

Following on from this discussion, the Chairman suggested that the Panel might like to consider receiving a report from the OPCC about its wider work with the Criminal Justice Board.

It was noted that section 2.2 of the draft Panel arrangements included a reference to members of the European Parliament being prevented from being Co-opted members of the Panel. The Democratic Services Officer clarified that the wording came directly from the 2011 Act, which was drafted when the United Kingdom was a European Union member state. Members stated that they would welcome the addition of a footnote to highlight the reason for the inclusion of this restriction.

It was also discussed whether the balanced appointment objective panel arrangements should include an aspiration to reflect the diversity of the police force area.

On the proposal of the Chairman, seconded by Cllr Pickernell, it was resolved to make the:

Decision

> **To approve the new draft Panel arrangements and rules of procedure (Protocol 12 of Wiltshire Council's constitution) subject to both the ratification by Wiltshire Council and Swindon Borough Council and the inclusion of the following amendments:**
>
> 1. **To add a footnote to section 2.2 of the panel arrangements to clarify that the restriction to members of the European Parliament becoming Co-Opted members of the Panel was drafted when the United Kingdom was a European Union member state.**
> 2. **To delegate to officers, in consultation with the Chairman and Vice-Chairman, the addition of wording to state that the appointment process shall include an aspiration to reflect the diversity of the police force area.**

Note: The 11 members of the Panel present voted unanimously in favour of the proposal, therefore the required threshold of two thirds of the total membership was met. The proposals had been presented to the Monitoring Officer of Wiltshire Council at least 10 working days prior to the meeting and the Panel had considered a report about the implications of the proposals.

14   **Future Topics for Police and Crime Panel Consideration**

The Chairman invited the Panel to consider the list on page 121 of the agenda pack containing 10 topics for future briefings suggested by the OPCC. He also asked them to consider an eleventh option, a briefing on the role of the PCC in relation to the Criminal Justice Board.

The Panel then selected the three topics on which they would most like to receive an update. Each Panel member was presented with a sheet of all eleven options and the two most popular were:

- Neighbourhood Policing – strategy and progress (six votes)
- Youth Justice Intervention – initiatives and impact (five votes)

Three options received four votes each so the Chairman invited a further vote to see which was most popular:

- Road Safety – the new strategy and delivery plan with performance metrics (four votes)
- Work to Reduce Anti-Social Behaviour – strategy and progress (five votes)
- Serious Violence – new duty and partnership activity (two votes)

It was therefore agreed to add Work to Reduce Anti-Social Behaviour – strategy and progress as the third topic on which to receive a briefing.

15   Forward Work Plan

The Panel noted the forward work plan and that the agreed briefings on Neighbourhood Policing, Youth Justice Intervention and Anti-Social Behaviour would be added.

16   Future meeting dates

The next meeting of the Police and Crime Panel will be on Thursday 14 September at 10:30am in the West Wiltshire Room at County Hall, Trowbridge.

Future meeting dates were:

Thursday 14 December 2023, 10:30am – Committee Room 6, Swindon.

(Duration of meeting: 2.30 - 4.35 pm)

The Officer who has produced these minutes is Matt Hitch
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Wiltshire and Swindon
pcc

Meeting	Police and Crime Panel
Date	14th September 2023
Report Title	OPCC's oversight of Wiltshire Police's PEEL progress
Report presented by	Naji Darwish, OPCC CEO

1. Purpose of Report

1.1 Following our report dated 9th March 2023, this report provides a further progress update to P & C Panel of the PCC's scrutiny, challenge, and support of Wiltshire Police's HMICFRS PEEL inspection action plan, alongside the OPCC assessment of the progress Wiltshire Police is making against the PEEL findings.

2. OPCC oversight and Governance

2.1 As Wiltshire Police are in "ENGAGE," there is external monitoring and support to the Force and PCC through the Police Performance and Oversight Group PPOG (Home Office, HMICFRS, College of Policing). The Force has developed the previous iterations of the service improvement road map as it addresses areas of improvement identified. The activities and timescales have been developed by the Force with feedback from the OPCC. The improvement work aligns and supports delivery of the Police and Crime Plan.

2.2 The PCC has set clear expectations with the Chief Constable that "ENGAGE" status is not the sole focus of force improvements, as it reflects only a part of the improvements needed. The PCC has set clear expectations of tangible and sustainable improvements measured by both positive assessments from the inspectorate, increased performance, efficiency and effectiveness and more confidence from the public and stakeholders and the workforce.

2.3 The OPCC in its statutory role is monitoring progress and working alongside these arrangements to scrutinise, challenge and support improvements. Tracking of PEEL progress has been incorporated into the assurance process at Executive Leadership Group (ELG) meetings. This utilises existing mechanisms such as the key lines of enquiry (KLOE) scrutiny approach and key performance indicator dashboard to measure Force performance against PEEL.

2.4 Informed by the Policing Protocol Order, the PCC's and OPCC's scrutiny approach of the force performance against PEEL includes:
- Two monthly ELGs of which one focuses on Force performance and PEEL progress. The other is a deep dive into Police and Crime Plan performance areas.
- OPCC PEEL progress report produced by the OPCC, informed by Force self-assessment and OPPC governance and performance assessments.
- ELG KLOE document directs OPCC oversight and supports focused force PEEL scrutiny and Police and Crime Plan improvements.
- Continual monitoring of the force internal delivery mechanisms and the arrangements in place to deliver the improvements required by HMICFRS and OPCC.
- Attendance by OPCC as standing members at all key Force governance meetings. It should be noted these have evolved following the arrival of the new Chief Constable.
- Engagement between the force HMICFRS representative and OPCC, ensuring PEEL progress updates are reviewed and accurately captured.
- Weekly operational briefings from the Chief Constable and on key issues, where the PCC challenges PEEL progress.

- Programme of triangulation using in person visits by PCC and OPCC senior staff at Police locations across Wiltshire and Swindon, meeting Police Officers and Police Staff to listen to issues, measure performance progress and recognise achievements.
- Community feedback on force performance and links to improvements required.
- OPCC oversight and governance tools (risk register, OPCC Delivery Plan, additional support) informs OPCC CEO planning and support and scrutiny with the Chief Constable and Chief Officer Group.
- Strengthening of respective Force and OPCC roles to ensure collaborative direction and effort, whilst retaining clear governance and oversight.

2.5　　The PCC and Chief Constable provided the second update on progress to PPOG in April 2023. This provided feedback on the Forces progress in response to PEEL, covering the review and new direction provided by the Chief Constable. The third PPOG will take place 18th September 2023 and will provide detailed progress against the plan.

2.6　　Outputs from the governance outlined above to track progress against PEEL and ongoing performance delivery objectives are incorporated into the PCC Highlight report.

3. Performance update

3.1　　Following the appointment of the new Chief Constable (CC), immediate changes outlined in our March report have continued to enhance the Forces ability to progress out of "ENGAGE," including:
- Assessing effectiveness of current PEEL improvement plan, accountability, and management to ensure effective and sustained delivery. This assessment resulted in the ongoing development of a new Target Operating Model.
- New CC has communicated clear operational priorities and focus for the force. This is reiterated through a weekly, internal video message to all Police Officers and Staff.
- CC chairing all internal performance, accountability, and delivery boards.
- Reviewing Chief Officer Group expectations, including the appointment of an interim Director of People, who is leading Force and OPCC workforce and people improvements, and a temporary Assistant Chief Officer who is leading all PEEL and Force change work.
- Formal written bi-weekly updates from the Chief Constable to the PCC on progress against PEEL improvements and Force performance (following ELGs). These are published and are publicly available.
- Daily work with Force and OPCC on progress, providing support, challenge, and scrutiny. This includes joint commissioning of external support, review, and benchmarking with high performing forces.

3.2　　Wiltshire Police have adopted the HMICFRS principles of measuring progress associated with PEEL. Many supporting activities identified within PEEL have been completed. It is not prudent to approach HMICFRS for sign off the recommendations until such time as there has been a sustained level of improvement over time (at least six months), scrutinised and confirmed through the governance framework outlined in 2.3.

3.3　　The force has adopted three phases of measuring progress.
Build: A plan is in place to deliver the improvement activity.
Embed: Improvement activity has been delivered.
Sustain: Following the delivery of the improvement activity Wiltshire Police can demonstrate sustainable performance, together with appropriate governance in place to monitor the area effectively. Whilst rapid change is required, it is recognized that changes, including culture, require time to embed.

3.4　　The following section outlines progress against the Force PEEL improvement plans. It is important to note that, although activity statuses are marked as largely "complete," the PCC and his Office want to see these translate into tangible and sustained improvements and consistent performance results to address the causes for concern and areas for improvement.

4 PEEL Remedial Action and delivering the Police and Crime Plan - OP Evolve

4.1 Following the appointment of the new Chief Constable, all PEEL remediation activities have been reviewed, including the Back-to-Basics taskforce – developed following the inspection to rapidly improve core policing activities and processes. This has now matured into the Op Evolve Programme.

4.2 The Chief Constable also set clear operational priorities and improvement areas for the Force to deliver against the Police and Crime Plan. These Force priorities dovetail with the activity improvements identified under PEEL.

4.3 The Op Evolve Programme team is tasked with ensuring PEEL remediation is implemented (Appendix 1) as well as coordinating service reviews and supporting the wider culture and accountability improvements within the force. Op Evolve is focused on:

- Overseeing audit activities and the self-assessments of areas requiring improvement from HMICFRS inspection.
- Innovation and removing the blockers and barriers to success through listening and acting on suggestions and improvements made by officers, staff, and volunteers.
- Supporting the organisation through a comprehensive review of the Target Operating Model.
- A series of self-inspections across the force to check and test improvements, initially focusing more heavily on Violence against Women and Girls related cases and the force's service to victims.
- Progress against causes of concern and areas for improvement is tracked as part of monthly Gold Group governance.

4.4 Programme of strategic reviews across Wiltshire Police during 2023/24
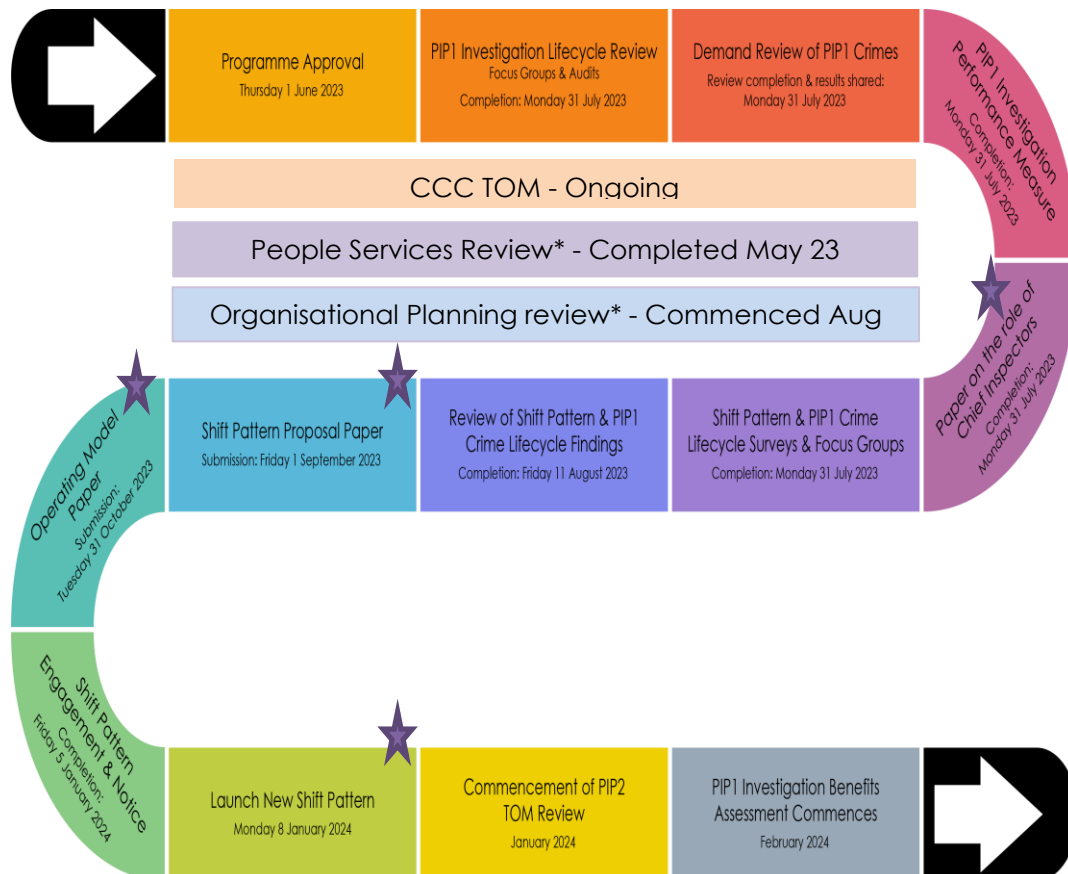
*OPCC / Force jointly commissioned

5 Conclusion

5.1 Significant progress has been made since March 2023 in resetting and implementing improvements and change across Wiltshire Police. These have been implemented as specific PEEL remediation work, with clear priorities and expectations set by the Chief Constable and changing culture.

5.2 This has stabilised force delivery and positive benefits can be seen across much of the Wiltshire Police's performance. The changes implemented by the Chief Constable and the Op Evolve Programme are providing clear role modelling for force improvements, expectations, and behaviours.

5.3 OPCC is focused on working with force to embed delivery across the organisation. As performance and improvements are consistent and evidenced, the OPCC will work with the Chief Constable to sustain improvements and performance to deliver the Police and Crime Plan as the force progresses out of 'ENGAGE' status.

5.4 'Engage' is only part of the improvement journey for Wiltshire Police and reflects the state of additional external scrutiny.

5.5 PCC continues to monitor and present a holistic assessment of Wiltshire Police's effectiveness and efficiency informed by a wider range of evidence and direction set by the Police and Crime Plan.

6 Recommendations

6.1 Panel members are asked to note the report.

Appendix 1: Summary of remediation activity progress against PEEL Causes of Concern - August 2023 update

Cause of concern 1: *Q4 Effectively responding to the public*		
PEEL Specific Activity	**Activity status**	**Summary of progress**
Develop a new CCC repeat vulnerability procedure.	✔	Activity complete, procedures in place in the CCC.
New question set and training in CCC to support vulnerability assessments.	✔	Activity complete, procedures in place in the CCC.
CCC Quality Assurance monitoring of repeat victim identification.	✔	Activity complete, forming part of the audit process.
Frontline training on the key strands of vulnerability.	✔	Activity complete, training delivered with specific focus on vulnerability identification (DA matters).
Ensure that Crime Prevention and CSI training is provided to all CCC.	✔	Activity complete, training complete and CCC floorwalking in place.
Intro. templates to guide staff in provision of crime prevention.	✔	Activity complete, staff aide memoire developed and victim website in place.
CCC - Quality assurance monitoring of preserving evidence and prevention advice.	✔	Activity complete, procedures in place in the CCC.
Progress summary		
Activity to be driven through Op Evolve. • The force is to demonstrate sustained performance improvements in the CCC through THRIVE assessments and audits. Driven through new procedures and performance management. • Identification of repeat callers who may be vulnerable to be supported through the installation of new IT software.		

Cause of concern 2: *Question 6 - Protecting vulnerable people*		
PEEL Specific Activity	**Activity status**	**Summary of progress**
Introduce training and awareness products for DASH (Domestic Abuse Stalking and Harassment).	✔	Activity complete, training products and inputs provided.
Ensure our Domestic Abuse Policy is revised and relaunched.	✔	Activity complete, Domestic Abuse Policy revised and relaunched.
Carry out a Monthly Audit of DA incidents to assess risk assessments.	✔	Activity complete, forming part of the audit process.
Roll out template for supervisors to check DASH completed.	✔	Activity complete, clear direction to frontline and supervisors on DASH risk assessments.
Evidence Led Prosecutions (ELP) training to all investigative staff delivered.	✔	Activity complete, ELP/training products and inputs provided.

Ensure Investigative Standards Audits are auditing use of ELP.	✔	Activity complete, forming part of the audit process.
Mandatory closure template for supervisors to include a check that an Evidence Led Prosecution has been used with supporting rationale.	✔	Activity complete, mandatory closure template in place.
Volume Crime Team (VCT) Model to maximise ELP opportunities.	✔	Activity complete, forming part of the audit process
DVPN (Domestic Violence Protection Notice) and DVPO training to be rolled out to new VCT.	✔	Activity complete, DVPN training products and inputs delivered.
Deliver DA matters training.	✔	Activity complete, training delivered.
Police recording system to ensure capture rationale for considering DVPN/DVPOs.	✔	Activity complete, recording system in place.
We will implement use of a Lawyer to pursue DVPO's.	✔	Complete - Activity carried forward. OPCC recruited a para legal, officers to progress DVPOs with support from Legal team.
Introduce processes for the recording and compliance in DVPO's and civil orders.	✔	Activity complete, ancillary manager supporting management and processes around orders.
Raise HMICFRS recommendations in MARAC (Multi Agency Risk Assessment Conferences) boards (Safeguard Partnerships).	✔	Activity complete, raised with board and review conducted
Appoint police MARAC chair focusing on reducing risk.	✔	Activity complete, MARAC chair in post.
Qlik Vulnerability App to ensure 3 cases in 12mnths shared into MARAC.	✔	Activity complete, Qlik Vulnerability app is built and in place.
Force and OPCC to use the 'victims voice,' to drive improvements.	✔	Activity complete, survey in place.
Development and delivery of VCOP (Victim s Code of Practice) improvement plan.	✔	Improvement Plan developed and being tracked through Force Governance boards, chaired by ACC, and attended by OPCC.
Vulnerability Qlik. App to analyse trends and influence plans to support VAWG.	✔	Complete - Activity carried forward. Vulnerability app in operation and informing decisions. Inclusion of partnership data to be considered.
Enable the Force to interrogate Intel. targeting of vulnerability.	✔	Complete - Activity carried forward. Intelligence unit aligned to vulnerability.

Progress summary

Activity to be driven through Op Evolve.

- June '23 x 2 independent auditors will conduct a review of DA incidents to check risk assessments are completed in all cases, where there is a verbal argument.

- ELP considerations require sustained performance improvement, managed through ongoing audits and maximising VCT performance.

- DVPO/Ns require sustained performance improvement. Ongoing audits to monitor.

- Police recording system to ensure capture rationale for considering DVPN/DVPOs is to be monitored and performance assessed.

- To ensuring MARAC 'actions are focussed on risk' and Qlik app complementary.

- VAWG to assess Vulnerability app performance and improve.

- Review of the Intelligence unit and vulnerability team to take place in September.

Cause of concern 3: *Question 12 - Effectively planning and innovating to efficiently meet demand*

PEEL Specific Activity	Activity status	Summary of progress
Deliver a communication strategy.	✓	Activity complete, strategy complete and rolled out.
Implement the CC's SIRM 2022/23.	✓	Activity updated following PPOG 1 and 2. Op Evolve PEEL plan established June 2023.
Refine Force Strategic meeting structure.	✓	Activity complete, refined structure in place.
Implement a refreshed Performance Strategy.	✓	Activity complete, performance strategy and scorecard pack in place.
Force leads to develop personal objectives aligned to SIRM.	✓	Activity complete, POAP in place.
Progress Summary		
New CC commissioned review of existing HMIFRS recovery programme. Assorted opportunities to improve were identified and this led to the creation of Op Evolve and the appointment of ACO Dibdin and the creation of the three work streams to address primary issues (1) Review of TOR (2) Audit and Inspection to assess progress (3) Innovation barriers and blockers.		

Appendix 2: Summary of remediation activity progress against PEEL - Areas for Improvement - August 2023 update

PEEL Specific Activity	Activity status	Summary of progress
Area for improvement: Effectively planning and innovating to efficiently meet demand		
Implement a revised Business Planning/FMS process.	✓	Activity complete, Organisational Risk Assessment (ORA) processes and performance data in place
Force / PCC to develop an efficiency plan to ensure demand-based strategy.	✓	External provider activity complete. Target Operating Model (TOM) launched as part of Op Evolve work
Area for improvement: Effectively community engagement and problem solving		
Intro a new 7 pillars Neighbourhood policing strategy and delivery plan.	✓	Activity complete, strategy in place.
Embed CPT Neighbourhood abstraction policy and performance metrics.	✓	Activity complete, strategy in place.
We will deliver a cohesive police Public Engagement Strategy.	✓	Activity complete, strategy in place.
Develop approach to SARA (scanning, analysis, response & assessment) Problem Solving with POP plans both internally and with relevant partners.	✓	Activity complete, Monthly reviews of POP plans in place identifying best practice. Requires evidence of partnership engagement.
Area for improvement: Proactively bringing offenders to justice		
Double crewed RSO visits, post-visit intelligence and risk reviews undertaken.	✓	Activity linked to NCPI inspection. PPD improvement plan developed to ensure end to end processes are in place.
CIET to ensure indecent image grading training is in place.	✓	Activity complete, training in place and up to date.
CIET resourced to manage demand and keep public safe.	✓	Activity complete, monitoring processes in place.

Area for improvement: Protecting the vulnerable		
Develop a vulnerability problem profile, to maximise use of data.	✓	Activity complete and GAP analysis underway. Further areas of vulnerability to be analysed by Intel team.

Area for improvement: Training and equipping our people to do their jobs effectively		
All senior leaders are accessible, visible, and engaging to build trust, listen and respond to feedback.	✓	Activity complete, Chief officer group visit bases across force and evidence in a tracker.
Launch a new Employee Engagement Strategy.	✓	Activity complete, strategy in place.
We will further develop a Staff Wellbeing Dashboard to identify hotspot areas and trends	☐	Under review with new H R Director and part of wider improvement programme.

Area for improvement: Victim-focused investigations		
Enhance our current programme of service audits.	✓	Activity complete, significantly progressed since Op Evolve launched.
We will establish an Investigative Standards and CJ Oversight Meeting.	✓	Activity complete, in place.
Service audits, which focus on investigations completed in-line with policy and expected standards.	✓	Activity complete, audit process in place and informing progress.

Appendix 3: Summary of remediation activity progress against PEEL Force Priorities - August 2023 update

PEEL Specific Activity	Activity status	Summary of progress
Effectively planning and innovating to efficiently meet demand		
Improve the use of scrutiny panels for Stop and Search and Use of Force.	✓	Activity complete and panels progress being reviewed via Force Governance.
Force/OPCC quarterly complaints review meeting and trend monitoring.	✓	Activity complete, review meetings and performance management processes in place.
Effectively community engagement and problem solving		
S/ELT review to ensure resourced to deliver Force service improvements.	✓	Activity complete, commands instated as a priority.
Proactively bringing offenders to justice		
Monthly monitoring of Bail use, RUI, and voluntary attendance by S/ELT.	✓	Activity complete, and performance managed through audits.
Protecting the vulnerable		
Develop a Child Protection Inspection SMART improvement plan linked to Force CPI.	✓	Plan developed and reporting into ACC Chaired monthly vulnerability.
Deliver a three strand VAWG strategy.	✓	Activity complete, delivery of VAWG plan in place

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Training and equipping our people to do their jobs effectively		
Roll out the leadership academy and programme of ongoing training for future and existing leader.	✔	Activity underway and audited by OPCC members. Led by externally recruited senior trainer.
Victim-focused investigations		
Implement a Force wide Volume Crime Team.	✔	Activity complete, VCT implemented 2022 and reviewed 2023.
Develop a new Detective Resilience Plan.	✔	Activity complete and subject to testing via Force governance.
Revise our crime allocation policy and model.	✔	Activity complete, policy revised with performance data in place.
Scope, develop, and implement a new service offer to victims of crime.	✔	Activity complete, joint work between Force and OPCC to review commissioned services.

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MAKING WILTSHIRE SAFER

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Wiltshire and Swindon pcc

Quarterly Highlight report: June – Sept 2023
Police and Crime Panel

Police and Crime Plan 2022-25

Police and Crime Plan 2022-25 delivery infrastructure

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

Priority 2: Reduce violence and serious harm

Priority 3: Tackle crimes that matter to local communities

Priority 4: Improve the experience of victims and deliver justice

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

Outcomes achieved this quarter

- Further increased the performance oversight scrutiny of the Force, designing new monitoring tools and key staff of the OPCC attending a range of Force governance meetings, actively participating and ensure challenge and feedback is minuted.

- Widened the programme of in person visits by OPCC key staff at Police locations across Wiltshire and Swindon, meeting Police Officers and Police Staff. These assurance reviews are used to gather insights and test progress in the delivery of P&C Plan and progress with PEEL plan. Results formally shared with Force.

- Publication of the OPCC Community Remedy strategy offering new ways to tackle crimes such as ASB in communities.

- Rural crime survey launched exploring the forms of crime affecting residents in rural locations.

- Two interim mobile police stations are in operation throughout Wiltshire and Swindon proactively managed by Police Specials.

- The launch of the community action fund enabling local groups secure funding for projects supporting the Police and Crime plan.

- Certified' method of recording CO2 emissions is in place to monitor emission reductions across OPCC and Wiltshire Police

Risks and issues

- Demand planning, capability and capacity within the Force - the OPCC commissioned an HR review with recommendations to be rolled out by the force from July 2023.

Deliverables Progress

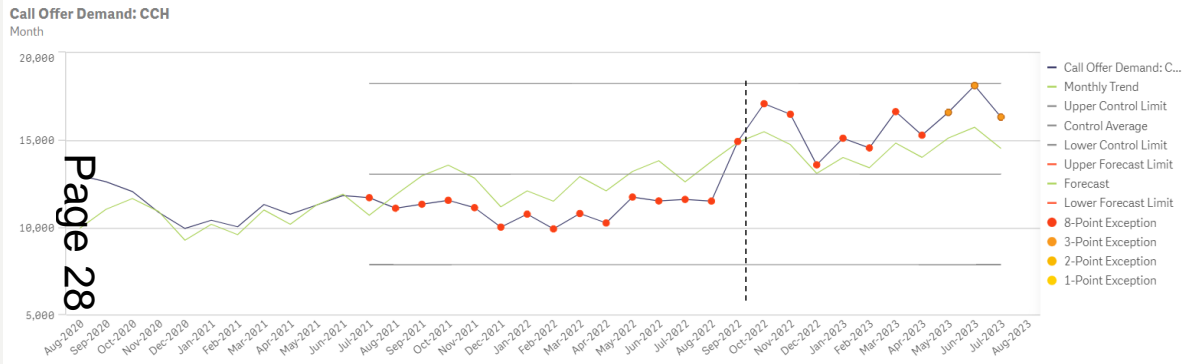| Action	Date Due	Progress
Tidworth police building site work commenced.	Q4 2023	75%
Use of two mobile police stations to be introduced, (Unexpected vehicle delivery delays caused setbacks)	Oct 23	80%
Melksham custody suite and first floor refurbishment	May 23	40%

PCC focus next quarter

- Two new dedicated mobile police stations are currently being converted with mobilisation due Oct 23. Operational diary of deployment to be promoted with launch.

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Crime & Communication Centre – 101/CCH Service

WHAT? *(What is the situation?)*

Measure	Line Chart (Up to 3 Years' Data)	Jul-2023	3 Months to Jul-2023	12 Months to Jul-2023	12 Months to Jul-2023 Vs. 12 Months to Jul-2022	Rolling 12 Month Trend	Point Exceptions	Exception Weighting
Call Offer Demand: CCH		16,318	51,026	186,208	41.2% ▲	Increasing	Three, Eight-Month High	20
Abandonment Rate: CCH		12.0%	12.5%	6.9%	4.6% points ▲	Increasing	One, Two, Three-Month High	19
Average Time to Answer: CCH		00:01:17	00:01:19	00:00:44	00:00:31 ▲	Increasing	One, Two, Three-Month High	19
Call Answered Volume: CCH		14,364	44,661	173,206	34.5% ▲	Increasing	Eight-Month High	16

Call Offer Demand: CCH
Month

Legend: Call Offer Demand: C…, Monthly Trend, Upper Control Limit, Control Average, Lower Control Limit, Upper Forecast Limit, Forecast, Lower Forecast Limit, 8-Point Exception, 3-Point Exception, 2-Point Exception, 1-Point Exception

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SO WHAT? *(What is happening? What is the analysis telling us?)*

- During late 2022 the operating model changed, resulting in all 101 calls being directed into CCH operators for triaging. This increases the total volumes of calls into these operators and unless staffing requirements have changed increases in wait times are to be expected.
- The average wait time recorded in June-23 was the highest since 2017. The average wait to answer for July-23 has significantly improved. Although wait times remain outside the SLA
- CCH abandonment rate has improved slightly compared to the previous month and is in line with a slight decrease in call volumes and online crime reports. The relationship between CCH calls offered and online crime reports is tested in the online crime reports slide and indicates a strong likelihood that online crime reports are being influenced by the IVR message, which will directly impact abandonment rates
- The IVR system plays a message regarding our online crime reporting system between 0-60 secs.

DATA SUMMARY

- CCH call demand cannot be compared year on year due to a change in the call taking model

- CCH average wait times for the month of July-23 is 1m17s (SLA=30secs) and demonstrating and increasing trend

- CCH abandonment rate for the month of July-23 improved slightly to 12% compared to the previous month (15%). Figures for those abandoned within 0-60 secs 34.7% (n=679) of the 1,955 of calls were between 0 – 60 seconds reflecting a similar trend to previous months.

NOW WHAT? *(What action do we need to take? Or are taking?)*
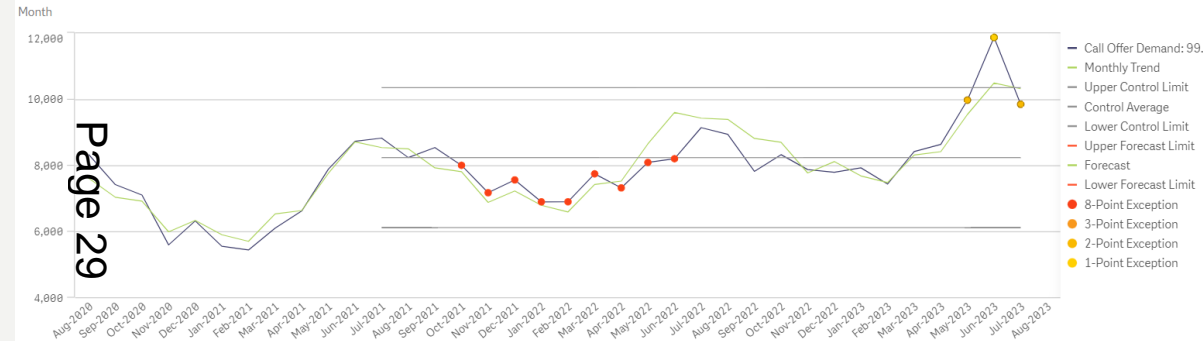
- Improvements have been seen through July with 101 = 1:12

- 101 internal campaign with officers to improve service to the community by the delivery of direct numbers for officers and business cards

- Supervisory performance framework prioritised

Crime & Communication Centre – 999 Service

WHAT? *(What is the situation?)*

Measure	Line Chart (Up to 3 Years' Data)	Jul-2023	3 Months to Jul-2023	12 Months to Jul-2023	12 Months to Jul-2023 Vs. 12 Months to Jul-2022	Rolling 12 Month Trend	Point Exceptions	Exception Weighting
Call Offer Demand: 999		9,853	31,701	104,924	11.8% ▲	Increasing	Two, Three-Month High	17
Abandonment Rate: 999		4.4%	3.8%	1.5%	-2.4% points ▼	Decreasing	One, Two-Month High	15
Call Answered Volume: 999		9,419	30,483	103,322	14.5% ▲	Increasing	Three-Month High	14
Average Time to Answer: 999		00:00:11	00:00:15	00:00:10	00:00:01 ▲	Increasing		10
Call SLA Rate: 999		82.4%	78.7%	86.3%	1.9% points —	Increasing	Three-Month Low	8

Call Offer Demand: 999
Month

Legend:
- Call Offer Demand: 99...
- Monthly Trend
- Upper Control Limit
- Control Average
- Lower Control Limit
- Upper Forecast Limit
- Forecast
- Lower Forecast Limit
- 8-Point Exception
- 3-Point Exception
- 2-Point Exception
- 1-Point Exception

SO WHAT? *(What is happening? What is the analysis telling us?)*

- The increase in 999 call demand from the public has been disproportionately affected by an increase in silent 999 calls. The cause was identified as an issue with Samsung phones and a feature that calls 999 in certain circumstances. This issue has driven an increase in 'No Deployment' log demand closed as 'silent 999'
- The untested hypothesis is that the increase in silent 999 calls may be affecting the recent increases in the abandonment rate. As call volumes and average wait to answer increases, our abandonment rate and SLA performance decline. CCC staff have reported members of the public hanging up on the silent 999 call contributing to the abandonment rate, but also increasing the demand on the operators and frontline to gauge the risk of each silent 999 call
- A fix was applied to Samsung phones in June-23 and demand has decreased into July-23. We must also consider that seasonality will also begin to affect any decreases from July onwards
- Wiltshire's overall answer time performance including BT Data is significantly above the national average. What we do know is BT average times are affected by the performance of individuals within the BT Call Centre
- Errors have been identified around system performance for BT causing inflated abandonment numbers and low answer times which is not reflective of true performance

DATA SUMMARY

- Public 999 calls offered is recording an increase year on year of 11.8% to Jul-23 (n=11,039). The last 3 month are recording as exceptionally high, Jul-23 = 9,853
- Public 999 Abandonment rate is recording a decrease year on year of 2.4% pts. However, the last 2 months are reporting as exceptionally high, Jul-23 = 4.4%
- Public 999 average wait to answer is demonstrating an increasing trend, Jul-23 has recorded a reduction following a 2 month high to 11 secs
- An additional 35.5% (n=5,440) 'silent 999' logs were recorded year on year

NOW WHAT? *(What action do we need to take? Or are taking?)*

- New starters in the room with continued focus on 999 call taking and review completion.
- Samsung phones are the affect on the increase in silent 999 calls, the fix has been rolled out, but we continue to see a high volume

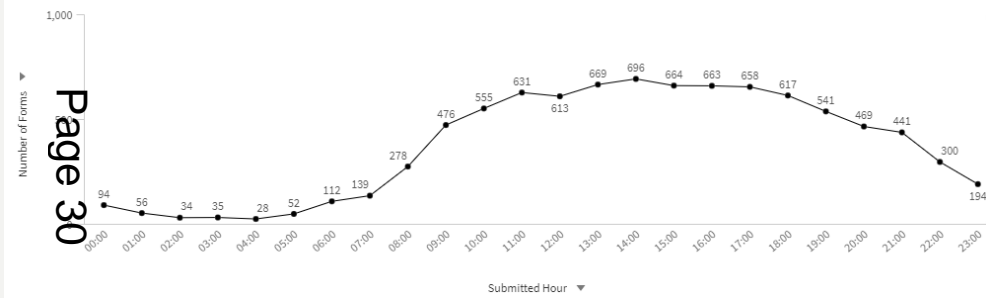# Crime & Communication Centre – Online Crime Reporting Service

WHAT? *(What is the situation?)*

Number of Forms, by Submitted Month Year
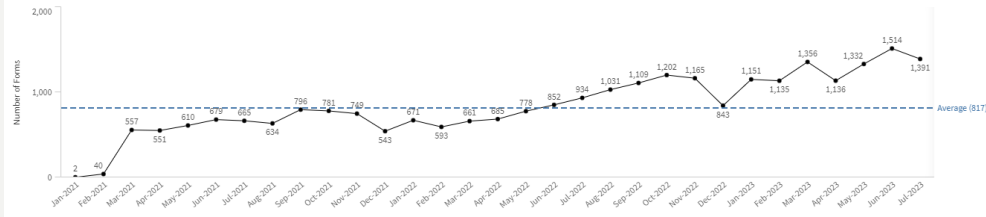
Number of Forms; per Hour or Weekday
Click on the X-axis label to switch the date type, click on the Y-axis label to switch between number of forms and percentage change.

SO WHAT? *(What is happening? What is the analysis telling us?)*

- Online crime reports (OCRs) has not reached a level on 'normal' since the service began in Jan-23 , but the year on year increases indicate that the public are becoming much more aware that the service is available to them. More recent increases in demand have been attributed to the increase in communication to the public regarding this service via the 101 IVR system

- Since the call taking model was changed in late 2022 the correlation between CCH calls offered and the volume of OCRs is significant and strong. Indicating that there is a high likelihood that the current OCR demand is being influenced by the IVR message offering the service as an alternative. Which will also impact on the abandonment rate for CCH

- When analysing patterns by hour of the day and by day of the week there is no change in submission behaviour. The majority of OCRs have always been during the traditional work week and hours, the IVR message has not this changed behaviour

- Since the model change service users have increased their use of OCRs to provide more/ additional information for a crime overtime. *Is this impacted by the CCC requesting more information from service users?*

- What isn't measures and understood is the overall demand this places on operators above and beyond taking calls i.e. processing times, chase for additional information, etc

DATA SUMMARY

- Online crime reports have increased year on year by 65.5% (n=5688)
- Online Crime Reporting recorded 1,391 reports in Jul-23
- CCH calls offered and Volume of online crime reports tested using Pearson's correlation. The relationship was positive, and a strong linear correlation with statistical significance of r= 0.86
- 3 month exceptional high in 'report the behaviour of someone', 'report something else' and 'request an update on a crime'

## NOW WHAT? *(What action do we need to take? Or are taking?)*

- Medium term solution is to move to automatic processing. Project plan in place.

Response Times - Immediate

WHAT? *(What is the situation?)*

Measure	Line Chart (Up to 3 Years' Data)	Jul-2023	3 Months to Jul-2023	12 Months to Jul-2023	12 Months to Jul-2023 Vs. 12 Months to Jul-2022	Rolling 12 Month Trend	Point Exceptions	Exception Weighting
Average Response Time: Immediate		00:13:37	00:13:13	00:12:35	00:00:36 ▲	Increasing	One, Two-Month High	15
Average Response Time: Immediate - County		00:14:10	00:13:59	00:13:28	00:00:35 —	Increasing	One, Two, Three-Month High	19
Average Response Time: Immediate - Swindon		00:12:36	00:11:52	00:11:01	00:00:39 ▲	Increasing	One, Two, Eight-Month High	21
Response Rate: Immediate		78.2%	79.4%	80.7%	-1.4% points —	Decreasing	One, Two-Month Low	15

Immediate Log Demand
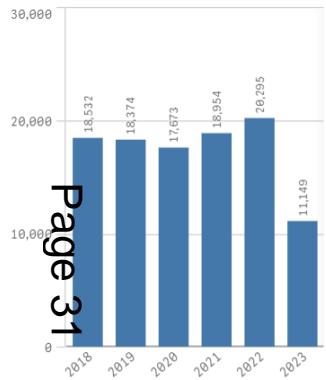
Immediate - Median Time At Scene
Aug-2022 to Jul-2023

0:56:59 0:11:37 up YoY

SO WHAT? *(What is happening? What is the analysis telling us?)*

- Immediate response times remain comfortably within their SLAs. However, signs of an increasing trend are present across both county and Swindon times. The last 2 months are now highlighting as exceptionally high.
- There is a current vehicle shortage and a lack of overlap throughout the shift pattern affecting the resource availability to respond
- The current workforce on response is young in service. This will affect areas like time at scene whilst those individuals increase their skillset, which has an knock on effect to response times
- The increase in median time at scene is being affected by time spent at 'disorder/disturbance' most significantly in Swindon CPT, followed by Salisbury CPT. This is closely followed by 'domestic dispute' most significantly across Trowbridge CPT, Swindon CPT and Salisbury CPT, which also correlates with the forces increase in DA arrest rate
- Across all Immediate logs Swindon CPT officers are spending more time at scene over time
- Since Oct- 23 their has been a key message from hub commanders to do a job well and do it right first time, also impacting the increased time at scene to improve investigative standards

DATA SUMMARY

- Force level immediate response times showing signs of an increasing trend. Jul-23 = 13m37s. The last 2 months are now highlighting as exceptionally high. This is being reflected in both county and swindon
    - County = 14m10s up 35s year on year
    - Swindon = 12m36s up 39s year on year
- Response rate: Jul-23 = 78.2% down 1.4%pts year on year
- Immediate log volumes year on year are recording a decrease of 5.9% (n=1232)
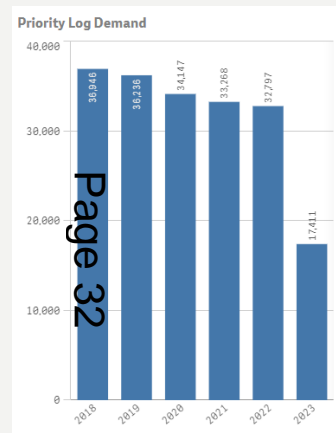- Median time at scene: July-23 to 54m24s, increasing trend

NOW WHAT? *(What action do we need to take? Or are taking?)*

- Vehicles are on order
- Ongoing performance leadership

Response Times - Priority

WHAT? *(What is the situation?)*

Measure	Line Chart (Up to 3 Years' Data)	Jul-2023	3 Months to Jul-2023	12 Months to Jul-2023	12 Months to Jul-2023 Vs. 12 Months to Jul-2022	Rolling 12 Month Trend	Point Exceptions	Exception Weighting
Average Response Time: Priority		02:17:32	02:15:37	01:48:05	00:34:04 ▲	Increasing	One, Two, Three-Month High	19
Average Response Time: Priority - County		01:50:11	01:51:38	01:40:15	00:28:30 ▲	Increasing	Eight-Month High	16
Average Response Time: Priority - Swindon		03:05:14	02:57:41	02:02:44	00:44:28 ▲	Increasing	One, Two, Three-Month High	19
Response Rate: Priority		51.5%	52.5%	56.1%	-9.0% points ▼	Decreasing	One, Two, Three, Eight-Month Low	25

Priority Log Demand

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Priority - Median Time At Scene
Aug-2022 to Jul-2023

0:51:50 0:11:57 up YoY

SO WHAT? *(What is happening? What is the analysis telling us?)*

- Force level priority response times have been steadily increasing since May-22. For County this has been a steady long term increase, Swindon also reflects this long term increase however, Swindon is recording a 5 month high with 3 months recording as exceptionally high
- The median response time is currently 51:19 and more reflective of the time is it taking to get to scene, due to outliers in the dataset pushing up the mean average.
- Reviewing the logs over 10 hours shows that some of these logs should have been re-categorised to scheduled response and not left as priority due to victim request to visit at a more suitable time. When the logs over 10 hours are removed the average response time decreases to 01:23:38.
- Average time at scene has been increasing in line with the message given back in Oct-22 to increase investigative opportunities and standards by hub commanders
- The increase in median time at scene is being affected by time spent at 'Domestic Dispute' most significantly in Swindon CPT
- Across all Priority logs Swindon CPT officers are spending more time at scene over time

DATA SUMMARY

- Force level priority response time are demonstrating an increasing trend and 3 month exceptional high. Jul-23 = 2h17m32s
    - County = 01h50m11s up 28m39s year on year, increasing trend and consistently above average
    - Swindon = 03h05m14s up 44m28s year on year, increasing trend, last 5 months considered exceptionally high with 3 months above the upper control limit
- Response rate: Jul-23 = 51.5% down 9%pts year on year
- Priority log volumes year on year are recording a decrease of 8.4% (n=2834)
- Median time at scene: Jul-23 = 56:52

NOW WHAT? *(What action do we need to take? Or are taking?)*

- Ongoing performance support
- Systems review to enhance capabilities

Quarterly PCC Highlight Report

Priority 2: Reduce violence and serious harm

Outcomes achieved this quarter

- All Street Drs interventions (8 PA) delivered to YJS children to the end of August 23.

- The Safety at Night charter has continued to see businesses sign up to the campaign, with a total of 158 as of September 2023

- The EOTAS (Education Other Than At School) mentoring support project has commenced for year 2, with some additional investment from the drug forfeiture fund to support children who are involved in activity linked to drugs and exploitation. 8 children have been referred at the start of this year, with 7 being supported.

- The Blunt Truth now has schools signed up across County (5) and Swindon (5) to participate in the Autumn pilot which will commence in September.

- Wiltshire and Swindon Youth Commission are setting priorities for the year ahead, with a focus on Serious Violence. Work in ongoing to establish youth independent advisory groups and scrutiny sessions with Wiltshire Police. An August meeting with Wiltshire Police and WSYC to discuss Knife Crime and Joint Enterprise.

- The Focused Deterrence project is continuing in Swindon, with investment being made to employment opportunities with 'The Skills Mill' .

Risks and issues

- Timeframes set by Home Office for completion of delivery for the Serious Violence Duty.

- Ongoing challenges in respect of analytical support for the development of the SV SNA and community safety.

- Risk regarding medical practitioner support for The Blunt Truth in order to deliver pilot sessions.

Deliverables Progress

Action	Date Due	Progress
OPCC and NHS to recommission therapeutic interventions to support victims of child abuse (revisions of the procurement timetable at a local – national level in the last quarter)	Sept 2023	65%
Development of the Serious Violence Strategic Needs Assessment for Wiltshire and Swindon	Sept 2023	20%

PCC focus next quarter

- Completion of the Strategic Needs Assessment for Violence across Wiltshire and Swindon, including the delivery plan for 23-24 interventions.

- Mapping of current interventions across Wiltshire and Swindon to compliment Serios Violence Duty interventions.

- Delivery of The Blunt Truth to all identified schools for Wiltshire and Swindon

- Youth IAG's/Scrutiny sessions with WSYC

- Development and Implementation of Focused Deterrence in Swindon

- SVD Co-ordinator working with SBC to develop a community event in respect community concerns over Knife Crime.

Domestic Abuse (VAWG)

WHAT? *(What is the situation?)*

Measure	Line Chart (Up to 3 Years' Data)	Jul-2023	3 Months to Jul-2023	12 Months to Jul-2023	12 Months to Jul-2023 Vs. 12 Months to Jul-2022	Rolling 12 Month Trend	Point Exceptions	Exception Weighting
Crime Volume: DA - County		342	1,008	4,297	-2.1% —		Eight-Month Low	12
Crime Volume: DA		584	1,715	7,351	-1.4% —	Increasing		10
FAT Outcome Rate: DA		17.3%	14.6%	12.4%	2.8% points ▲		One-Month High	8
Crime Volume: DA - Swindon		237	694	3,010	-1.0% —	Increasing		4

Outstanding Suspects	up to 3 months	People +3mths	People +6mths	People +12mths	Long Term
379	320	43	10	8	3

Crime Volumes per Year

R12m FAT Rate per year

R12m Arrest Rate Jul-23
39.4% (+9.0pts YOY)

SO WHAT? *(What is happening? What is the analysis telling us?)*

- Volumes being recorded remain above pre-covid baselines. During the pandemic year of 2020 volumes increased and have remained elevated
- The use of outcome 15 (evidential difficulties) is experiencing a positive decline in use, which currently sits at 23.4%
- These increases are being reflected across all risks. Wiltshire sits in the middle for both FAT outcome rate and arrest rate within tri-force comparisons. What is notable is that Hampshire have the highest arrest rate and yet the lowest outcome rate. On the other end of the spectrum is Dorset, who have the lowest arrest rate and yet the highest outcome rate which continues to increase. Demonstrating that arrest rates aren't necessarily the key to an increased outcome rate
- The use DVPO/PN's has seen a reduction over the past 3 months, with Jul-23 seeing 4 DVPOs authorised. Whilst DVPN applications have decreased over Q1, we did see an increase in remand for DA offences which is a better safeguard where the perpetrator is also remanded by the court and as safe when they are released with protective conditions as bail is generally longer than the orders last

DATA SUMMARY

- 2022 is 11.4% (n=751) more than 2019. An average addition of 62 crimes per month. However, the current trend since the increase in 2020 has remained stable -2.1% YoY (+/- 5%)
- R12m FAT outcome rate is 12.5%, with significant demonstrable improvement in the past 12 months, but not back to pre-covid figures
- Wiltshire's current R12m arrest rate is 39.4% (+9.0%pts YoY) and demonstrating a significant upward trend.
- There are 380 outstanding suspects (02/08)
- Victim Voice: DA data to come

## NOW WHAT? *(What action do we need to take? Or are taking?)*

- DA matters training concluded, and corresponding change program ongoing
- DA champions network now established with enhanced CPD. This may result in an increase in recorded crime, impacted by increased awareness in recognising the signs of domestic abuse
- Increase in arrest rate in Wiltshire has coincided to increase in FAT rate and the two appear positively correlated
- Outcome 15 rate is decreasing, continued monitoring to ensure all investigative opportunities are taken through audit work

Rape & Serious Sexual Offences (VAWG)

WHAT? *(What is the situation?)*

Measure	Line Chart (Up to 3 Years' Data)	Jul-2023	3 Months to Jul-2023	12 Months to Jul-2023	12 Months to Jul-2023 Vs. 12 Months to Jul-2022	Rolling 12 Month Trend	Point Exceptions	Exception Weighting
FAT Outcome Rate: RASSO		10.9%	9.5%	10.3%	3.3% points ▲	Increasing		10
Crime Volume: RASSO		119	391	1,478	-5.6% ▼	Increasing		4
Crime Volume: RASSO - County		70	242	907	-7.2% ▼	Increasing		4
Crime Volume: RASSO - Swindon		45	142	553	-3.3% —	Increasing		4

Outstanding Suspects	up to 3 months	People +3mths	People +6mths	People +12mths	Long Term
131	85	22	16	12	0

Crime Volumes per Year

R12m FAT Rate per year

Page 35
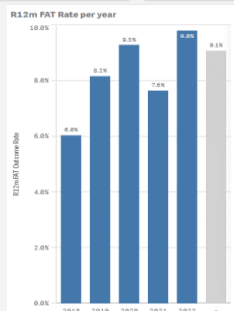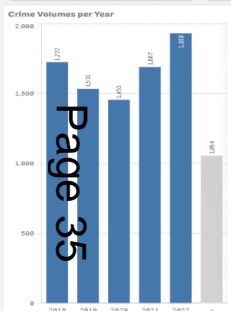
Per 100,000 2019/ 12 months to May-23
124 / 146

Wiltshire +3.2%	MSG +3.2%	National +0.4%

SO WHAT? *(What is happening? What is the analysis telling us?)*

- The continued increase in the Rape FAT outcome rate is a positive reflection of the work being undertaken for rape crimes
- Outcome 15 (evidential difficulties) is continuing to demonstrate a downward trend for Rape over the past 12 months with Jul-23 sitting at 26.4%
- However, an upward trend is showing when looking at the use of outcome 16, with Jul-23 sitting at 49.0%
- There is a strong negative correlation between the use of outcome 15 and outcome 16 over a rolling 24 month period. This shows that as the use of outcome 15 has decreased, the use of outcome 16 has increased
- Outcome 16 has seen an increasing trend showing over the past 24 months, up for SSO cases from **18.1%** in Aug-21 to **26.5%** in Jul-23
- The use of outcome 15 remains stable for SSO and does not have the same negative correlation as seen in Rape cases
- Child victims of RASSO as a whole have seen a decrease of -3.8%YoY, with a notable increase in the use of CSA tags on crimes

DATA SUMMARY

- SSO volumes remain stable with a decrease of -5.5% year on year
- SSO R12m FAT rate to Jul-23 is 10.2% an increase of 3.7%pts year on year. The use of outcomes 15 & 16 are both stable
- Rape volumes for Jul-23 are showing a decrease of -2.3%, 12 crimes were against child victims (28%) which is an increase of +3.3% year on year. Adult victims of rape are following a steady trend
- Rape R12m FAT rate to Jul-23 is 8.0%, an increase of 3.3%pts year on year
- There were 130 outstanding suspects for RASSO offences as of 01/08/2023

NOW WHAT? *(What action do we need to take? Or are taking?)*

- We Are Listening campaign ongoing which may result in an increase in crime volume reported
- Op Soteria continues to focus the forces response on RASSO
- Op Soteria – Wessex RASSO improvement plan continues to be worked on
- Future audit around outcome 16 RASSO offences planned

Quarterly PCC Highlight Report

Priority 3: Tackle crimes that matter to local communities

Outcomes achieved this quarter

- PL Kicks have successfully delivered 49 hours of PL Kick sessions, engaging 139 children within Swindon. PL Kicks will continue in 2023-24 delivering up to 1690 hours, supporting communities and providing opportunities for children working with Swindon Youth Justice Service.

- WSYC have recruited 20 members to support the ongoing community conversations around serious violence and concerns of young people up to 25 across Wiltshire and Swindon. WSYC have held 2 members meetings to provide them with the necessary skill and agree priorities.

- The OPCC has been allocated as the lead bidder for Safer Streets Round 5. The areas of focus include neighbourhood crime, ASB and VAWG. Total funding available is £1.4 million across Wiltshire and Swindon, with a requirement for the partnership to provide 50% match funding.

- Road safety: As of the 6th September 2023 speed enforcement officers have issued 3972 speed awareness courses, 521 fines and points with 53 court appearances made and visited 411 locations.

- Wiltshire Police officers' coordinate proactive operations targeting organised crime gangs arresting almost 40 people, securing charges for 10 and seizing more than £60,000 in cash.

Risks and issues

- SBC CSP website publication of the ASB toolkit for the public in Swindon has been delayed due to platform redevelopment.

- Development and submission of the Safer Streets 5 bid, and the identification 50% match funding across the partnership.

Deliverables Progress

Action	Date Due	Progress
Roll out of the ASB educational tool kit – helping the public identify ASB and find the correct resources to combat it.	Mar 23	95%
Youth voice procurement and roll out	April 24	5%

PCC focus next quarter

- The development of proposals for the Safer Streets fund 5, working in partnership with LA'S,DWFRS, Wiltshire Police and the community.

- Progress the Wiltshire and Swindon Youth Voice Procurement for 2024 onwards.

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Anti-Social Behaviour (incl.Sec 60)

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	WHAT? *(What is the situation?)*								

Minimal effort budget

Measure	Sparkline (Up to 3 Years' Data)	Last Month (Jul-2023)	Last 12 Months (Aug-2022 to Jul-2023)	vs. Previous 12 Months (Aug-2021 to Jul-2022)	Monthly Trend	Rolling 12 Month Trend
Volume of ASB		1,129	12,510	-9.5% ▼	Decreasing	Decreasing
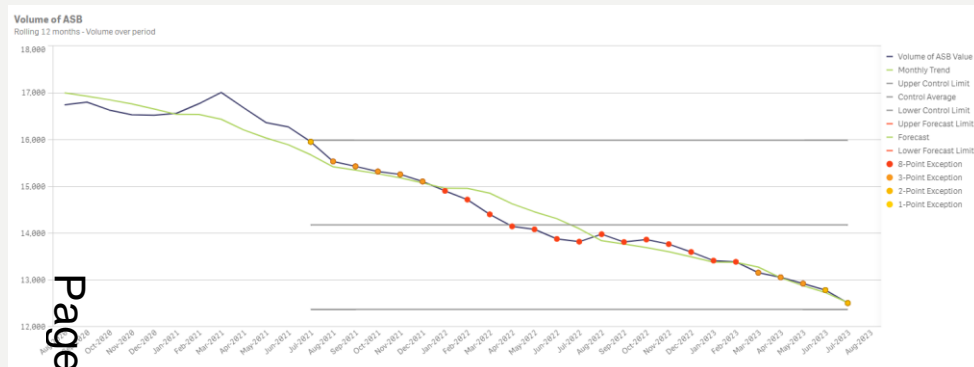
Volume of ASB — Rolling 12 months - Volume over period

Measure	Sparkline (Up to 3 Years' Data)	Last Month (Jul-2023)	Last 12 Months (Aug-2022 to Jul-2023)	vs. Previous 12 Months (Aug-2021 to Jul-2022)	Monthly Trend	Rolling 12 Month Trend
Volume of ASB - County		675	7,768	-13.7% ▼	Decreasing	Decreasing
Volume of ASB - Swindon		452	4,709	-1.7% —		Decreasing

July 23
Environmental ASB
52 recorded
6.3% of total ASB

July 23
Nuisance ASB
596 recorded
72% of total ASB

July 23
Personal ASB
180 recorded
21.7% of total ASB

SO WHAT? *(What is happening? What is the analysis telling us?)*

- ASB continues to demonstrate a decreasing trend. Year on year there has been a decrease of -9.4% equating to an average of 99 less ASB incidents recorded each month
- The decline in ASB is also being experienced nationally, there has been a -29%pts decline in ASB Jan 22 to Dec 22 when compared to the previous 12 months (Source: ONS, next publication Aug 23)
- Swindon and County are both recording a decline in ASB reporting, however Swindon is seeing a much smaller decrease -1.7% (n.80) and County -13.7% (n.1064)
- No Sec 60 authorities have been granted in Swindon in the last 6 weeks

NOW WHAT? *(What action do we need to take? Or are taking?)*

- NHRU holding partnership meetings monthly
- NPT's in Devizes and Swindon completing proactive work to reduce ASB
- Future analysis will explore the different types of ASB for example public vs private space
- Swindon, the LPTT has now been introduced. This will be replicated in County in the Autumn
- ASB officers have now been introduced in the Swindon policing footprint working alongside NPT's to target ASB hotspots
- Operation Sacramento - (Devizes and Swindon) put in place during the month of May to tackle the issue of youth and gang violence in crime hotspots in Swindon. This by default will also target ASB hotspots – an analysis of Sacramento activity will be reported in early June but is expected to positively impact ASB levels
- New ASB information on Police and Council website signposting people to the best area.

Road Safety

WHAT? *(What is the situation?)*

Measure	3 Year Line Chart	Jul-2023	3 Months to Jul-2023	12 Months to Jul-2023	12 Months to Jul-2023 Vs. 12 Months to Jul-2022
Arrest Volume: Drink Driving Offences		52	161	638	-9.4% ▼
Arrest Volume: Drug Driving Offences		33	102	456	15.2% ▲

Speed Watch

No. Records
1,867

% Vehicles Speeding
4.3%

Nov-2022 - KSI- Collisions (Performance Measure)

Legend:
- 8-point
- 3-point
- 1-point
- Monthly Forecast
- Monthly Trend
- Rolling 12
- Rolling 12 Forecast
- Control Chart Avg
- Lower Control Limit
- Upper Control Limit
- Control Chart
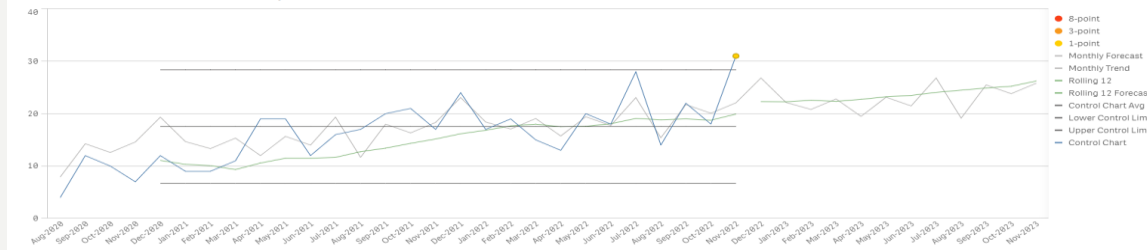
SO WHAT? *(What is happening? What is the analysis telling us?)*

- Limited data available for measures in this area. Further developments will be made in coming months

- Drink driving offences have seen a 10.6% decline over the 12 months to June 23

- Drug driving offences have seen a 21.3% increase in the 12 months to June 23

- In June 23 a total of 1,867 speed watch records were conducted, 4.3% of these identified vehicles speeding. The volume of speed watch records have dropped by -44.4% (n=-1493) compared to June 22 however % of recorded identifying vehicles speeding remains the same

- Westwood identified the highest proportion of vehicles speeding in June 23, conducting 48 checks and 25.5% of vehicles identified as speeding

- Vehicle stops to be included – explained in the Now What?

NOW WHAT? *(What action do we need to take? Or are taking?)*

- Project to implement vehicle stops using Force computer system.
- Fatal 4 – metrics being captured through the performance framework project. Project needs to investigate the possibility of connecting systems.
- Speed watch app needs investment – data needs further development to provide more value
- Update and agree methodology for KSI collisions

Outcomes achieved this quarter

- The OPCC organised a Military and Veterans/Ex-Miliary in Justice partnership event 10 July 2023. Future workstreams have been identified and mapping with the PCC on next steps has taken place.
- Review of the Prisoner Release Panel to ensure all agencies are present and performance is measured, enabling the best outcomes for prisoners back into the community with support for housing, alcohol and substance misuse treatment and mental health.
- New alcohol and substance misuse treatment services are mobilised; work to ensure developed pathways between CJS and partners are effective (police custody, OoCRs, courts and Probation)
- Scoping neurodiversity in the CJS workstream - how services are responding to and supporting neurodiverse service users.
- Review of the Disproportionality in the CJS workstream to realign priorities across the partnership and stop duplication.
- A series of Listening Circles have been set up to seek the views from under-represented victims. Helping shape the victim support services provided by the PCC's office.
- Established a new professional network focused on supporting victims of Stalking and Harassment - held a multi stakeholder event attended by local and national agencies.
- Completed the first phase Victim Service Review Programme – the victim and witness care hub (Horizon).
- Commissioned an independent, local Victim Needs Assessment with an external company – the resultant report and evidence to underpin commissioned victim services going forward.
- Additional funding secured from the Ministry of Justice towards the local Independent Sexual Advocacy Service (ISVA) service - £103,000 from now until the end of March 2025 - making a total annual contract price of almost £477,000 per annum for these 2 years.

Deliverables Progress

Action	Date Due	Progress
The OPCC are supporting both Wilts Council and Swindon Borough Council with their new individual substance misuse service tenders and will continue to co-commission from April 2023.	Contract start April 2023	100%
Re-commissioning of MHTR service from April 2023 to start	Contract start April 2023	100%
New Advocacy (SV)services tender complete - 6-year contract will see greater funding provided resulting in improved services, increased staffing and introduce online offence services for victims.	April 23	80%
Updated service modelling in process, needs analysis and data review phases complete for both the Adult Victim and Young Victim contracts.	contract to start April 2024	50%
Updated service modelling, needs analysis and data review phases in process for the Swindon domestic abuse support service contract.	New contract to start April 2024	10%
Victim Needs Assessment Report – trends and gap analysis	August 2023	75%

PCC focus next quarter

- Produce a strategy to support and focus the significant work within military and veterans/ex-military in justice.
- CAS 3 - The OPCC are working with partners to produce an offender housing provisions strategy to ensure provisions are sufficiently resilient and risks associated to a loss of housing are mitigated effectively.
- The OPCC are developing a "mental health map" in the criminal justice system to measure performance in this area to ensure it is tied into right care right person.
- Neurodiversity survey with commissioned services and partners.
- Relaunch of ICVS with existing volunteers.
- Complete a review of current contractual information sharing agreements to ensure they comply with new legislation.
- Complete service review phase and all tender process requirements - publish competitive tenders for victim service contracts – adults and children.
- Complete service transition from de-commissioned provider to commissioned provider – therapeutic interventions for victims of sexual harm.
- Decision made and actioned regarding the Swindon domestic abuse support service contract from 2024 – either a return to the agreed timetable at pace or delivering interim arrangements which secure improvements for victims in the short term.

Risks and issues

- The CJS environment nationally remains challenging, with Wiltshire and Wessex performing relatively well. National focus on driving standards across CJS, however structural challenges remain on workforce availability particularly in defence, efficiency of courts and the resultant impact on victims.
- Custody healthcare recruitment remains challenging. The provider has undertaken various actions to improve application volumes.
- Demand growth for core, vulnerable victim support services (18% across the board) is not met by equivalent resource growth - updated service developments will address volume and capacity as part of new service specifications however there is a risk that advertised contract prices may limit market appetite for contracts.
- The 3 main areas of support for victims of sexual harm have all undergone re-commissioning with 3 new providers of service at the sexual assault referral centre (SARC), advocacy services (ISVA) and in therapeutic support respectively from April. The over-arching pathway of service and referral pathways requires strengthening to ensure a more co-ordinated support for victims.
- Swindon Borough Council have paused commissioning process for the domestic abuse support contract – work continues to ensure the updated model is ready by the original outlined timetable – the OPCC is working with partners to resolve short term contract options.
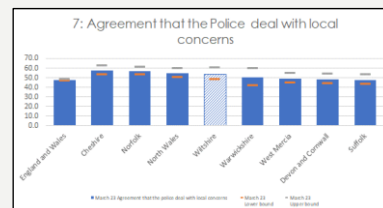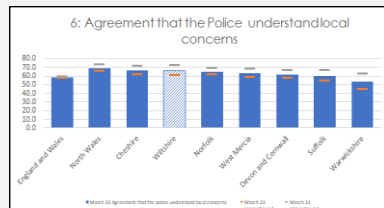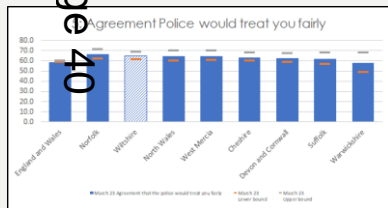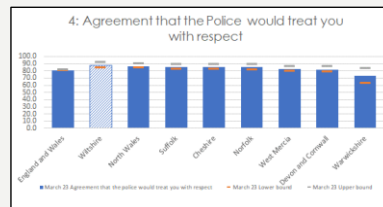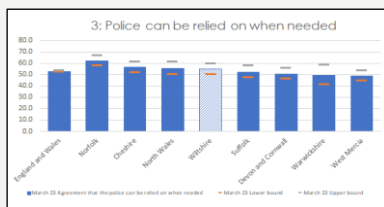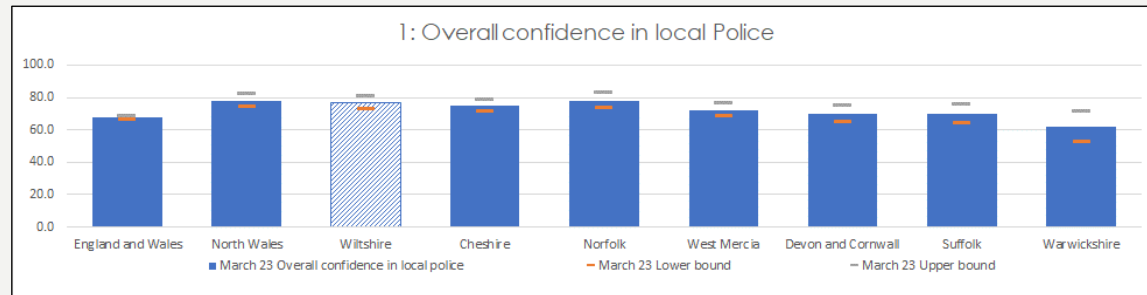
"If it matters to you, it matters to me."

Crime Survey for England & Wales (CSEW)

WHAT? *(What is the situation?)*

1: Overall confidence in local Police

2: Police are doing an excellent or good job in their local area

3: Police can be relied on when needed

4: Agreement that the Police would treat you with respect

Agreement Police would treat you fairly

6: Agreement that the Police understand local concerns

7: Agreement that the Police deal with local concerns

DATA SUMMARY

1. **Overall Confidence in local Police** = **76.9%** (+/- 3.6%pts)
   - England and Wales = 67.7% (+/- 0.7%pts)
   - MSG average = 72.8%
2. **Police are doing an excellent or good job in their local area** = **59.3%** (+/- 5.8% pts)
   - This is a -3.9% pt drop compared to last quarter
   - England and Wales = 51.2% (+/-0.8% pts)
   - MSG average = 56.8%
3. **Police can be relied on when needed** = **54.7%** (+/-4.8%pts)
   - This is a -2.3% pt drop compared to last quarter
   - England and Wales = 52.6% (+/-0.8%pts)
   - MSG average = 53.7%
4. **Agreement that police would treat you with respect** = **87.8%** (+/- 3.4%pts)
   - England and Wales = 80.7% (+/-0.6%pts)
   - MSG average = 83.4%
5. **Agreement Police would treat you fairly** = **64.8%** (+/- 3.7% pts)
   - This is a +1.4% pt increase compared to last quarter.
   - England and Wales = 58.9% (+/-0.9%pts)
   - MSG average = 63.3%
6. **Agreement that police understand local concerns** = **66.1%** (+/-5.5% pts)
   - England and Wales = 58.3% (+/- 0.8%pts)
   - MSG average = 63.0%
7. **Agreement that Police deal with local concerns** = **53.8%** (+/- 6.1%pts)
   - England and Wales = 47.4% (+/-0.8%pts)
   - MSG average = 52.4%

SO WHAT? *(What is happening? What is the analysis telling us?)*

- CSEW used as a proxy measure whilst a confidence survey is developed. Data available quarterly up to March 2023

- For Police are doing an excellent or good job in their local area and Police can be relied on when needed both national and MSG average have dropped compared to the last quarter

- Wiltshire sit above national and MSG averages in all areas. However , the lowest performing areas are Police can be relied on when needed and Police deal with local concerns

NOW WHAT? *(What action do we need to take? Or are taking?)*

- Internally commissioned Public Confidence survey being led by the OPCC
- BI to monitor improvements in the October publication and the impact of visibility drive since Mar-23

Acronym	Value
ASB	Anti-Social Behaviour
CCC	Command Control Centre
CCH	Central Call Handling
CRIB	Crime Recording and Incident Bureau.
CSP	Community Safety Partnership
CSTR	Community Sentence Treatment Requirement
DA	Domestic Abuse
DASP	Domestic Abuse serial perpetrator
DVPO/N	Domestic Violence Protection Orders/Notices
ELG	Executive Leadership Group
EOTAS	Education other than at school
FAT	Further Action Taken (charge/caution/penalty notice)
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
IDVA	Independent domestic violence advisors
ISO	Investigation Standards Officers
IOM	Integrated Offender Management
Median	To be used, as opposed to the mean when there are outliers in the sequence that might skew the average of the values.
MHTS	Mental health treatment services
MSG	Most similar group
ONS	The Office for National Statistics
Op	Operation
OoCD	Out of Court Disposals
PEEL	Police effectiveness, efficiency and legitimacy
PPN	Public Protection Notices
RASSO	Rape & Serious Sexual Offences
SARC	Sexual assault referral centre
S&H	Stalking and Harassment
SLA	Service level agreements
SRO	Senior responsible officer
SW	South-West
THRIVE	Threat, harm, risk, investigate, vulnerable, engagement and expectations
WCJB	Wiltshire Criminal Justice Board
VAWG	Violence against women and girls
VCOP	Victims Code of Practice

Wiltshire and Swindon

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Governance and Decision Making

Strategic Direction
Decisions
Accountability

Police and Crime Panel

Police and Crime Commissioner

Executive Leadership Group (ELG)

Chief Constable

Scheme of Governance docs
Performance Scorecard
Risk Registers
Joint Independent Governance, Risk & Audit Committee

Executive level
Delegated responsibilities

OPCC Executive Leadership

Chief Officer Group

Strategic Performance Board

Strategic Change Board

Strategic Improvement Board Board

Delivery & Management

Operations Performance and Planning Board

Estates Acquisitions and Disposals

Community Safety Partnerships

Wiltshire Criminal Justice Board

ACCs Operational delivery

Demand & Business planning

People & Workforce

Change and Innovation Gateway

Continuous Improvement & Inspection Gold Group

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Delivering the Police and Crime Plan

Force performance

OPCC Delivery Plan

P&C Plan assurance framework

Wiltshire Criminal Justice Board

OPCC scorecard & risk register

WCJB scorecard & risk register

Community Safety Partnerships

CSP scorecards

www.wiltshire-pcc.gov.uk

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Police and Crime Panel
Forward Work Plan – 2023/24
Please note: this is a working document which is subject to change

Date	Location	Provisional Agenda Items
Thursday 14 December 2023 **10:30am-1pm**	Committee Room 6, Swindon Borough Council Offices	- PCC Update - Quarterly Plan Delivery Update - Neighbourhood Policing – Strategy and Progress - Communications

Thursday 18 January 2024 **10:30am-1pm**	Kennet Room, County Hall, Trowbridge	• PCC Budget 2024/25 and Mid Term Financial Strategy • Communications
Thursday 8 February 2024 **10:30am-1pm**	Council Chamber, Monkton Park, Chippenham	• PCC's Precept Proposal 2024/25 • Communications
Thursday 7 March 2024 **10:30am-1pm**	Venue TBC	• PCC Update • Quarterly Plan Delivery Update • INSERT • Communications

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