

AGENDA

Meeting:	Wiltshire Police and Crime Panel
Place:	Committee Room 6, Swindon Borough Council Offices, Euclid St, Swindon SN1 2JH
Date:	Thursday 14 December 2023
Time:	<u>10.30 am</u>

Please direct any enquiries on this Agenda to Matt Hitch of Democratic Services, County Hall, Bythesea Road, Trowbridge, 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
Cllr Graham Wright

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For extended details on meeting procedure, submission and scope of questions and other matters, please consult [Protocol 12 of Wiltshire Council's Constitution](#)

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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 **Minutes and Matters Arising** (*Pages 7 - 16*)

To confirm the minutes of the meeting held on 14 September 2023 as a true and correct record.

3 **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations.

4 **Chairman's Announcements**

To receive announcements through the Chairman.

5 **Public Participation**

The Panel welcomes contributions from members of the public.

Statements

If you would like 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. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public received in accordance with the Panel's constitution.

Please note that questions must relate to the [responsibilities and functions](#) of the Panel and must not relate directly to operational policing matters.

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 **Thursday 7 December** in order to be guaranteed of a written response. In order to receive a verbal response, questions must be submitted no later than 5pm on **Monday 11 December**. Please contact the officer named on the front of this agenda for further advice. 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 Wiltshire Council's website.

6 **PEEL ENGAGE Process - Progress Update** (*Pages 17 - 20*)

To consider a report on the progress made towards addressing the findings of a Police Effectiveness and Legitimacy (PEEL) inspection by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) through the ENGAGE Process.

7 **Police and Crime Plan Highlight and Performance Report** (*Pages 21 - 44*)

To receive the Highlight and Performance Report.

8 **Focus Topic - Neighbourhood Policing**

To receive a presentation from Chief Superintendent Phil Staynings.

9 **Update from the Police and Crime Commissioner** (*Pages 45 - 50*)

To receive a verbal update from Police and Crime Commissioner Philip Wilkinson, OBE, MPhil about any other items not previously discussed in the quarterly report.

10 **Forward Work Plan** (*Pages 51 - 54*)

To review the Forward Work Plan.

11 **Communications**

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

12 **Any Other Business**

An opportunity for Members to raise any other matters, or questions for the Police and Crime Commissioner.

13 **Future Meeting Dates**

To note the future meeting dates below:

- Thursday 18 January 2024, 10:30am – Kennet Room, County Hall
- Thursday 8 February 2024, 10:30am – Council Chamber, Monkton Park
- 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

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Wiltshire Police and Crime Panel

MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 14 SEPTEMBER 2023 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Steve Bucknell (Chairman), Cllr Stanka Adamcova (Vice-Chairman), Cllr Sudha Sri Nukana, Cllr Abdul Amin, Cllr Ross Henning, Cllr George Jeans, Cllr Dr Brian Mathew, Cllr Tony Pickernell, Cllr Elizabeth Threlfall, Denisa Ahmeti and Louise Williams

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
Michael O'Connor – Youth and Community Transformation Officer, Swindon BC
Jen Murray - Contextual Safeguarding Practice Lead, Wiltshire Council
James Biggs - National Referral Mechanism Co-ordinator, Wiltshire and Swindon
Matt Hitch – Democratic Services Officer, Wiltshire Council

17 **Apologies for Absence**

Apologies were received from:

- Cllr James Sheppard
- Cllr Vijay Manro

18 **Declarations of interest**

There were no declarations of interest.

19 **Chairman's Announcements**

The Chairman welcomed Cllr Sudha Sri Nukana to Wiltshire Police and Crime Panel ('the Panel'). Cllr Sri Nukana had been approved as the replacement for Cllr Jim Grant at the Full Council meeting of Swindon Borough Council on 13 July 2023.

20 **Public Participation**

There was no public participation.

21 **Minutes and Matters Arising**

In a matter arising from the previous meeting, Cllr Ros Henning questioned Police and Crime Commissioner Philip Wilkinson, OBE MPhil about the Safer Streets Fund and whether it was additional money. In response, the Commissioner noted that the money was additional but that the amount going forward would be reduced due to the need to fund the pay settlement in the force.

Cllr Sudha Sri Nukana arrived at 10:41am.

Cllr George Jeans noted that his question about Councillors being able to report crimes without going through the 101-call process had not been recorded in the minutes of the previous meeting. It was agreed that Cllr Jeans would repeat his question so that the answer could be recorded in the minutes of this, 14 September, meeting.

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

Decision

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

22 Wiltshire and Swindon Youth Justice Services

Michael O'Connor, Youth and Community Transformation Officer at Swindon Borough Council, delivered a presentation about the strategic priorities, and model of practice of the Youth Justice Service in Swindon. The Transformation Officer spoke about the close working relationship with the Police and Crime Commissioner's Office (OPCC) being a key part of their success and noted that Swindon Borough Council was seen as running one of the best Youth Justice services in the country.

Key priorities for the service included deterring poor behaviour, focusing on the children as being children, rather than juveniles, and reducing the use of custody. He highlighted that children not in education, employment or training (NEET) tended to have the high rates in custody but was pleased to report that in the final quarter of 2022 there were no NEET children in custody from Swindon.

Jen Murray, Contextual Safeguarding Practice Lead at Wiltshire Council, then gave a brief overview of their work, explaining that it was about understanding the extrafamilial risks faced by children and young people. She noted that Wiltshire was a pilot area for a scheme to protect children outside of the home. She stressed that they adopted a multi-agency approach, holding regular meetings between different agencies and working with individuals that often interacted with young people, including taxi drivers and librarians. To illustrate the value work that was going on, she shared a case study from Devizes where peer group assessment had been used to enhance services.

James Biggs, National Referral Mechanism (NRM) Co-ordinator for Wiltshire and Swindon, explained that an NRM Panel had been established to help the victims of modern slavery and human trafficking. It was one of 20 such pilot studies being undertaken in the UK, where many children were referred to the NRM Panel, rather than to the Single Competent Authority in the Home Office. The NRM Panel comprised experts from the police, children's services and health authorities. Its role included deciding whether there were reasonable, or conclusive, grounds to suspect that a young person was a victim of modern slavery.

During the discussion, key points included:

- The Police and Crime Panel thanked the officers for their updates and praised the positive work being carried out in the Youth Justice System, including their work on early intervention.
- The NRM Co-ordinator stated that cross border contextual safeguarding meetings were held with Local Authorities in Avon and Somerset and Devon.
- The NRM had received 14 referrals to date, 10 from Wiltshire and four from Swindon. The five children where there were conclusive grounds that they were victims of modern slavery all came from Wiltshire, four of which were referred by Wiltshire Council and one by Wiltshire Police.
- The NRM Pilot study started in 2021 and was funded until at least March 2024.
- The Youth and Community Transformation Officer at Swindon Borough Council explained that the five Ps approach was used to help identify why individuals committed certain crimes. He noted that his team worked with between 30 and 60 children at a time. Wiltshire Council were currently working with 124 children in the Youth Justice System.
- In response to a query about whether a more cohesive youth service would reduce offending rates, officers noted that it was not possible to quantify but did emphasise the importance of early intervention.
- It was noted that the Court Disposal Scrutiny Panel would welcome the regular attendance of a representative from the Youth Justice Service.
- The Youth and Community Transformation Officer highlighted that support was key to try to reduce reoffending rates. He said that there was a need to work with families and connect better with vulnerable children than criminals were able to.
- The Police and Crime Commissioner praised the work being done by different agencies across the Youth Justice System. He stated that the Chief Constable and he were working strongly on out of court resolutions and spoke about the importance of not stigmatising young people.

Please see Agenda Supplement 2 for further information.

The Chief Executive of the Office of the Police and Crime Commissioner (OPCC) provided an overview of 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). He was pleased to report that there had been improvement in a number of key areas and felt that the ENGAGE process, the monitoring period following the inspection, had helped to stabilise the performance of Wiltshire Police. He reported that The Police and Crime Commissioner (PCC) and he had met with HMICFRS the previous day and that they all wanted to see sustained improvement over the longer term. He also underlined that the PCC saw the requirements of the ENGAGE process as only part of the improvements required throughout the force. He identified the response time to answering 'phone calls as a perennial challenge and emphasised that they were taking steps to address the issue. He also noted that the OPCC's Strategic Planning and Performance Officer was conducting extensive work to oversee management and accountability, as well as efforts to improve morale, within the force.

During the discussion, points included:

- It was noted that the OPCC did not feel that it was prudent to approach HMICFRS to sign off its recommendations on PEEL until there had been at least six months of sustained improvement. In response to a query about when the six months would start, the Chief Executive explained that this would be performance related and clarified that they would not be satisfied after only seeing a short period of improved performance.
- It was noted that ENGAGE was a special measure status and coming out of this would mean that the force was not classified as being at immediate risk.
- The PCC stated that he thought that Wiltshire Police would be getting close to being rated as adequate at their next PEEL inspection in March 2024. However, he cautioned against over-celebrating if Wiltshire Police were to leave the ENGAGE process. He stressed that he would rather see Wiltshire Police remain in ENGAGE to address changes rather than improvement followed by complacency culture returning.
- When asked about what was being done to improve how crime could be reported and whether the measures put in place had been satisfactory, the PCC stated that he was not satisfied with the progress made. He noted that a Chief Super Intendent had been put in charge of Wiltshire Police's call control centre and that his office was supporting the Chief Constable to drive improvement.
- A query was asked about community policing and whether crimes could be reported through Town Council Clerks or Police Community Support Officers (PCSOs). It was also queried whether Councillors could have a quicker route to contact the police about crimes in their area. In response, the PCC emphasised that community engagement was the first priority in his Crime Plan and outlined some of the measures that had been put in place. He reported that Wiltshire Police had recruited an additional 162 officers and a new IT system had been introduced to allow officers to manage investigations on their 'phones rather than having to

return to their office. Furthermore, CCTV vans had been refurbished and were assisting with engagement activities. He also reassured Councillors that they were welcome to contact his office directly if they had any specific concerns.

- When asked whether crime reporting had to be either online, or via 101/999, the PCC clarified that the public could talk of officers on the ground. He did express frustration about the length of time that was required to complete an online form to report crimes but noted that it was a national form, and he would apply pressure to the Home Office to try to reform it.
- The attendance of Police Inspectors at Area Boards was welcomed, and it was queried whether Councillors could be provided with a list of contacts for officers in their areas. The PCC noted that lists of officers were included in the packs sent to Area Boards and reported that the Chief Constable was also keen to attend their meetings.
- Further information was sought about reports that Wiltshire Police was reducing the number of mental health incidents that it attended. The PCC confirmed that his office funded round the clock mental health nurses, and they were focussing on a 'right case right person' response. He noted that there were efforts to reduce the amount of time that police officers spent sitting in hospital with patients given that they were not always the best placed agency to provide support. However, he was keen to stress that there would be a gradual negotiated transfer of responsibility. The Chief Executive of the OPCC added that they were working closely with the local Integrated Care Board on a transition plan. He highlighted a successful transition that had taken place in Humberside that had delivered clear benefits and was implemented over a two-to-three-year period.
- It was noted that the Bluebell mental health service was not the responsibility of the OPCC, but of health commissioners.

On the proposal of Cllr Elizabeth Threlfall, seconded by Cllr Ros Henning, it was resolved to make the:

Decision

To note the report on the OPCC's oversight of Wiltshire Police's PEEL progress.

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

The Police and Crime Commissioner (PCC) gave a brief presentation about the achievements towards, and issues associated with, the delivery of his Crime Plan between June and September 2023. He identified what he saw as deep seated, overlapping, legacy issues impacting the force such as morale and infrastructure challenges, before outlining the steps he was taking to address them. Key points included:

- The new police station in Tidworth would open on schedule.
- Four different options for a new station in Salisbury were being considered.
- Morale in Wiltshire Police was still an area where improvements could be made.
- There had been challenges with staffing levels, due to too many officers being granted leave simultaneously. The Chief Constable was taking steps to ensure that staffing level regulations were now being enforced more robustly.
- A new learning and development training facility was receiving positive feedback.
- Key achievements included a reduction in the number of rape and sexual offences, as well as achieving the most County Line disruptions per head of population of any force in the country.
- A more coherent approach to anti-social behaviour was being adopted, including through better coordination with partner agencies and the development of a toolkit to tackle its causes, symptoms and consequences.
- Information from Speed Indicator Devices (SIDs) was being used more effectively and speed enforcement activity in 2023 was more than double that had taken place in 2022.
- The PCC had signed off on Operation Ragwort to tackle organised crime gangs involved in rural crime. He was also working with other West Country PCCs to build a more coherent intelligence picture.
- The PCC was keen for his office to continue to support the Criminal Justice Sector to improve the experience for victims and witnesses.

During the discussion, the following comments were made:

- The Panel thanked the PCC for his presentation and noted the progress made towards the Crime Plan over the last quarter.
- It was clarified that a national measurement was used to assess County Line disruptions.
- In response to a query about what could be done to tackle anti-social driving habits, such as noisy cars, or those modified to generate extra speed, the PCC noted that the Road Policing Unit had been enlarged. He would ask Community Police Teams how they were tackling the issue of noisy cars and his instinct was to be as proactive as possible.
- When asked about why the volume of Speed Watch records in June 2023 was 44.4 percent lower than in June 2022, the Strategic Planning and Performance Officer at the OPCC explained that this was due to a combination of seasonal factors, changes in the team and increases in the number of volunteers. He noted that the PCC and he received an average of five emails per day about enforcement activity from volunteers.
- Further information was sought about whether the PCC thought that the force's hierarchical structure encouraged first class behaviour from all

staff and whether they had a culture that encouraged officers to go above and beyond. The PCC responded by saying that he felt Wiltshire Police was too risk averse when he took over but there was now a sharper chain of command in place. He agreed that it was important to be proactive.

- The PCC reiterated his concerns about the value for money that Wiltshire Police received from the National Police Air Service (NPAS). He stated that he had written to the policing minister three times about the issue and also shared a critical report with him. He noted that 75 percent of the governance board on NPAS needed to support any funding changes, so he might ask the Police and Crime Panel for their political support in lobbying government for reform.
- Some members of the Panel expressed frustration that certain issues were persisting within Wiltshire Police and stated that they would welcome a faster pace of change.

25 **PCC Annual Report 2022/23**

The Panel had the opportunity to provide recommendations on the draft version of the Police and Crime Commissioner's (PCC's) Annual Report, available in Agenda Supplement 1. Discussion of the draft report and comments by members of the Panel are listed below:

- The Panel praised the honesty in the draft report and gave thanks to the Office of the Police and Crime Commissioner (OPCC) for their hard work in producing it.
- The Panel thanked the PCC for the level of detail in the report about the reforms that the Chief Constable and he had implemented. Some members stated that they would welcome further detail about the impacts of those reforms. They also recognised that there was often a lag between the implementation of reforms and the time that they took to take effect.
- Requests were made for more information about the PCC's view of the funding for Wiltshire Police, as well as details of the lobbying that he had undertaken for increased funding, to be included in the report.
- The PCC stated that he had spoken to the Chief Secretary to the Treasury, John Glen MP and written to Policing Minister, Chris Philp MP regarding the Police Funding Formula, as Wiltshire was the second worst funded force per head of population in the country.
- Clarity was sought about the other costs and contracted services listed on the final page of the draft report. The Chief Executive of the OPCC clarified that other costs could include items such as running costs of maintaining the police estate. There were a variety of contracted services including forensics, policing provision, custody, healthcare and contributions to the National Police Air Service.

- When asked about the level of pension contributions, it was confirmed that the figure was only the direct cost paid by Wiltshire Police as the employer.
- Further queries were asked about how the impact of commissioned services was measured. It was observed that the outcomes were reported to the Quarterly Performance Board and the PCC was briefed on each portfolio. An annual report is presented to the Panel at their March meetings.

It was noted that a final version of the report would be circulated to Panel Members and published following a review of the recommendations from the Panel.

On the proposal of Cllr Elizabeth Threlfall, seconded by Cllr Ros Henning, it was resolved to make the:

Decision

To note the Police and Crime Commissioner's draft Annual Report.

26 **Communications**

The Democratic Services Officer reported that the Panel's rules of procedure and arrangements approved at their previous meeting, on 13 June, had been ratified by Swindon Borough Council at their Full Council meeting on 13 July. The documents were still awaiting final approval from Wiltshire Council and were expected to be considered at their Full Council meeting on 17 October. If the documents were approved, it would bring the Panel's public participation deadlines in line with other committees at Wiltshire Council.

It was also noted by the Democratic Services Officer that a briefing note about the recent work of the Panel was being prepared, in consultation with the Chairman and Vice-Chairman, to be circulated to members of both councils.

In addition, the possibility of the Panel streaming its meetings online was discussed. It was highlighted that not all of the Panel's regular venues were capable of supporting live streaming. The Chairman and Vice-Chairman would hold discussions with officers about achieving the best balance of venues and would seek views from the Panel at the next meeting. The Democratic Services Officer added that decisions about venues were ultimately a decision for officers, in consultation with the Chairman. The Office of the Police and Crime Commissioner stated that they had no objection in principle to broadcasting and it was noted that parts of the meetings could be held in private if confidential material needed to be considered.

27 **Forward Work Plan**

The Panel were reminded that they had agreed three topics on which they would most like to receive updates from the Office of the Police and Crime

Commissioner. The Police and Crime Commissioner noted that the next briefing would be on Neighbourhood Policing.

On the proposal of Cllr Ros Henning, seconded by Cllr Sudha Sri Nukana, it was resolved to make the:

Decision

To note the forward work plan.

28 **Future Meeting Dates**

The next meeting of the Police and Crime Panel will be on Thursday 14 December at 10:30am in Committee Room 6 at Swindon Borough Council Offices.

Future meeting dates were:

- Thursday 18 January 2024, 10:30am
- Thursday 8 February 2024, 10:30am
- Thursday 7 March 2024, 10:30am
- Thursday 27 June 2024, 10:30am
- Thursday 26 September 2024, 1:30pm
- Thursday 14 November 2024, 10:30am

(Duration of meeting: 10.30 am - 1.35 pm)

The Officer who has produced these minutes is Matt Hitch of Democratic Services, direct line , e-mail matthew.hitch@wiltshire.gov.uk

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Meeting	Police and Crime Panel
Date	14 th December 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 This report updates the Police and Crime Panel on the PCC's scrutiny, challenge, and support to Wiltshire Police's HMICFRS PEEL inspection action plan, alongside the OPCC assessment of the progress which Wiltshire Police is making against the PEEL findings. This report supplements the information provided in the document issued to the panel on 14th September 2023.

2. OPCC oversight and Governance

- 2.1 As Wiltshire Police are in ENGAGE, there is continued 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 an improvement road map as it addresses those areas identified by HMICFRS. The activities and timescales were developed by the Force with feedback from the OPCC. The improvement work aligns and supports delivery of the Police and Crime Plan.
- 2.2 As outlined in the report on 14th September 2023, the PCC has set clear expectations with the Chief Constable that ENGAGE status is not the sole focus of Force improvements. Instead it should be a stage in the Force's wider institutional development. The PCC expected 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 Whole Force.
- 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 and reviewed at Executive Leadership Group (ELG) meetings. This uses existing activities such as the key lines of enquiry (KLOE) scrutiny approach and key performance indicator dashboard to measure Force performance against PEEL.
- 2.4 The PCC and Chief Constable continue to provide feedback to PPOG on the Force's progress in response to PEEL, covering the review and new direction provided by the Chief Constable. The next PPOG will take place in January 2024 and will provide detailed progress against the plan.

3. **PEEL remedial action and delivering the Police and Crime Plan - Op EVOLVE**

3.1 On appointment, the new Chief Constable set out clear operational priorities and improvement areas for the Force. This focused on delivering the current Police and Crime Plan but also establishing a clear pathway to exit ENGAGE status. All PEEL remediation was reviewed and the Back-to-Basics Task Force, established following the HMICFRS inspection, was expanded to become the Op EVOLVE programme.

3.2 A dedicated Assistant Chief Officer was appointed for 12 months to lead the Op EVOLVE programme. Understanding the assessment framework lies at the core of Op EVOLVE and the HMIFRS's core twelve questions were analysed in detail. Now all Op EVOLVE activity works towards achieving and then surpassing HMICFRS's inspection standard.

3.3 Three inter-connected and supporting workstreams have been implemented to achieve that standard:

- **Innovation and Improvement.** This workstream seeks to improve processes; remove bureaucracy; enhance efficiency; improve problem solving; and listen to and act upon recommendations from the Whole Force. Sharing own and learning from other Forces' good practice is essential.
- **Target Operating Model.** Ensuring that the right resources are in place at the right time with right skills relative to demand. Implementing the College of Policing's Professionalising Investigation Programme (PIP) is a key component. Establishing performance measures, improving command resilience and improving working practices is fundamental.
- **Audit and Assurance.** A rigorous and self-critical assessment framework has been established to measure improvement: maintain progress; share good practice and target areas for further improvement.

3.4 Scrutiny and measuring progress are essential to Op EVOLVE progression. A framework of internal auditing is now in place with commanders being held to account for progress. In addition, deep dives; meetings between the PCC and Chief Constable; visits by the OPCC and Op EVOLVE; and self-inspection were conducted. This further informs progress and confirms the inculcation of the Target Operating Model. Progress and improvement are now tracked as part of monthly Gold Group governance.

4. **Performance update**

4.1 A broad range of activity has been conducted across the Force since the last Police and Crime Panel. These are tracked by the Chief Constable and updated to the PCC on a monthly basis. This report will highlight the areas of progress and further development.

4.2 A Strategic Planning Summit took place in November 2023. This meeting included, but also looked beyond Op EVOLVE to inform the Force's business planning process. The national direction of Policing was reviewed and the combined with strategic assessments from key members of the Whole Force. Feedback from staff engagement from the Chief's Roadshow was also considered within the development of the plan. This summit's analysis also informed the medium term

financial strategy. A finalised Strategic Plan is expected to be published in April 2024.

4.3 Target Operating Model Stage 1 work has produced:

- A new shift pattern will launch on 8th January 2024. This pattern was devised following extensive engagement with all officers to better align resource levels to demand. It also seeks to improve the wellbeing of officers.
- Work is progressing to identify options to better manage the flow of demand for PIP Level 1 investigations.

4.4 Target Operating Model Stage 2 will commence in Spring 2024 and will focus on the structures and processes for the management of PIP Level 2 investigations demand.

4.5 The Op EVOLVE team has now visited every CPT area in the Force, and is currently finalising their audit and assessment in Swindon CPT. Op EVOLVE staff will then visit the Volume Crime Team before re-inspecting each CPT. Following each assessment, the CPT's leadership team are briefed on the key findings and the required improvements. This is followed by a visit from the ACCs to confirm that the improvements are taking place.

4.6 A leadership survey was conducted to confirm the Senior Leadership Group's (SLG) understanding of operational priorities, the Force's vision and direction and confirm the SLG's role in delivering improvements. A leadership and development programme for the SLG has now been implemented.

4.7 The external organisational planning review referenced in September was completed in November 2023 and presented to the Chief Constable and the Chief Executive. This work reviewed Wiltshire Police organisational planning capability, gaps and model, as identified as inadequate by the OPCC and HMICFS. The review and recommendations have been developed after extensive internal engagement, 'best in class' comparisons and engagement with high performing police forces and external experience from NHS and central government.

4.8 The report has made a number of strategic recommendations related to the Force's leadership structure as well as a programme to improve organisational planning capability, culture and behaviours.

4.9 The key initial strategic recommendation is the creation of a Chief of Corporate Services to lead all non-operational corporate services (such as organisational change, people services, ICT, communications). This role will work alongside the Deputy Chief Constable. This will enable dedicated expert focus on to the 'two halves' of the business, namely corporate professional services, and operational policing delivery.

4.10 The relationship between the two roles is critical to ensure that corporate services provide the most effective support and transformation to enable improvements in operational service delivery. This model, or variations of it, are in place in many police forces with improved corporate and operational service leadership, planning and delivery being the strategic benefits.

4.11 The permanent position of Chief Corporate Services will be advertised externally in early 2024, with the aim to recruit a senior leader with extensive experience of

leading successful corporate services. It is likely this role will take several months to recruit and progress through vetting. Due to the immediate benefits of the dedicated leadership focus, for both operational and corporate functions, and the need to implement the review's departmental recommendations of the review, the role has been advertised internally for a secondment ahead of permanent recruitment.

5. Conclusion

- 5.1 The Op EVOLVE programme is now delivering a clear and measurable progression following the March 2023 PEEL report. However there remains a significant amount of work to do. Wiltshire Police have worked hard to understand why they were placed in ENGAGE; the HMICRFS assessment criteria; the required remediation; and the work necessary to surpass that standard. Such change is possible and other Forces have progress from ENGAGE to becoming a high performing organisation. Wiltshire Police aspires to such achievement.
- 5.2 A clear programme of improvement is now established and resourced. Integral to this is personal engagement by the Whole Force in this process. Centred on three supporting and connected workstreams, cultural change lies at the core of improvement. Metrics have been identified and are now employed to measure progress, identify weakness and share good practice. While progress has been made, there is still much to achieve and, most importantly, ensure that progress is maintained.
- 5.3 OPCC is focused on working with the Force to embed delivery across the organisation. As performance and improvements are assessed and evidenced, the OPCC will continue to collaborate with the Chief Constable to sustain improvements and to deliver the Police and Crime Plan as the Force progresses out of ENGAGE status.
- 5.4 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.

Wiltshire and Swindon

pcc



Page 21

Police & Crime Panel

Quarterly Highlight Report September – December 2023

Agenda Item 7

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

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

Outcomes achieved this quarter

Crime and Communication Centre. Continued improvements in service provided to the public. Waiting times progressively reducing. Includes:

- Increased CCC recruiting. 50+ additional personnel by January 2024 to fill staff gaps.
- Improved processes to better align resources to expected demand.
- Better understanding of demand. Improved long term planning.
- Increased use of 101 and online reporting through comms and engagement. Increasing the availability of 999 call handlers.
- Call handlers THRIVE trained to better process and respond to 'at risk' and vulnerable callers.

Response Times. Continued work to improve response times and increase attendance.

- Urban SLA = 15 min. For September 2023 the average response time was 11 min 59 sec.
- Rural SLA = 20 min. For September 2023 the average response time = 15 min 18 sec.

Estates Strategy. New estates strategy published.

HQ Restructuring. All enabling functions will be restructured under a Chief of Corporate Services. A Deputy Chief Constable level appointment open to police or civilian applicants.

Risks and issues

- Force's demand planning, capability and capacity. Achieving more with available resources.
- Embedding the new TOM and making sufficient progress to exit from Special Measures and maintain improvement trajectory.
- Financial uncertainty. FY 24/25 precept and central funding unconfirmed. Scale of savings uncertain.

Deliverables Progress

Action	Date Due	Progress
Tidworth police building site work commenced	Jan 24	90%
Two additional mobile police stations to be introduced. Under construction	Jan 24	80%
Melksham custody suite and first floor refurbishment	May 24	60%

PCC focus next quarter

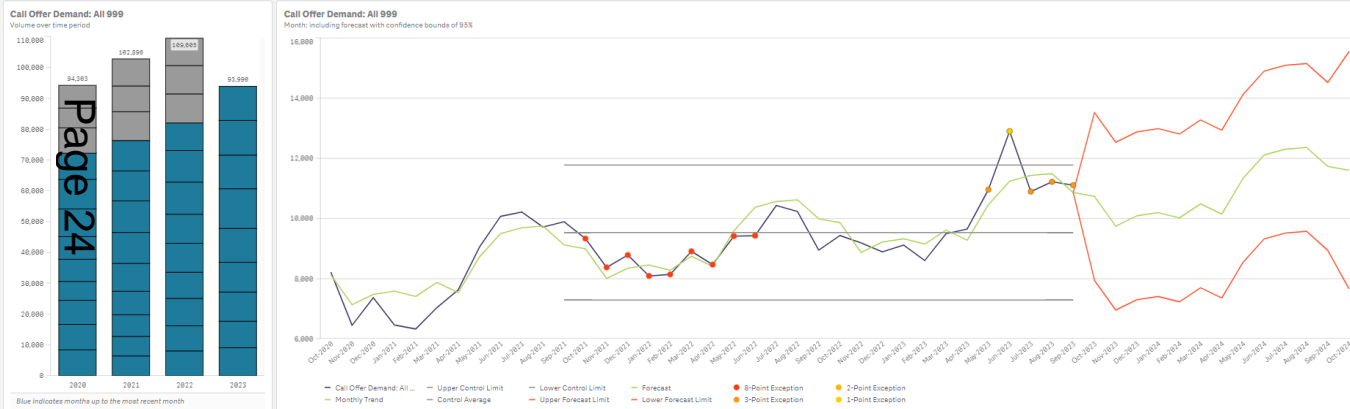
- Restructuring of Force HQ.
- Continued improvement in CCC performance and embedding progress.
- Financial planning for FY 24/25.
- Supporting headquarters restructuring to deliver more effective enabling services.
- 'Right Care, Right Person' Phase 1 complete by January 2024.

Crime & Communication Centre – 999 Service

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Oct-2023	3 Months to Oct-2023	12 Months to Oct-2023	12 Months to Oct-2022 vs. 12 Months to Oct-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Call Answered Volume: 999		9,429	29,451	107,875	17.7% ▲	Increasing	Three, Eight- Month High	20
Abandonment Rate: All 999		0.7%	0.9%	1.7%	-1.2% points ▼	Decreasing	One, Two, Three- Month Low	19
Average Time to Answer: All 999		00:00:12	00:00:14	00:00:13	00:00:01 ▲	Increasing		10
Call Offer Demand: All 999		10,562	32,901	122,636	12.8% ▲	Increasing		10

Visualisations



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

Data Summary

- 999 call volumes are recording a year-on-year increase of 17.7%.
- 999 abandonment rates continue to decrease with October 2023 levels at 0.7% a year-on-year decrease of -1.2%.
- 999 average wait to answer times have increased with demand averaging in October 2023 12 seconds.
- Silent 999 calls have seen another monthly reduction:
 - June - 2,881 silent 999 calls.
 - August - 1,882 silent 999 calls.

Overview

- Seasonal trends - 999 calls typically decrease from August onwards. Contrast August 2023 saw high demand ending week ending 10 September.
- Wiltshire's overall answer time performance including BT Data improving with August 2023 averaging 18 seconds.

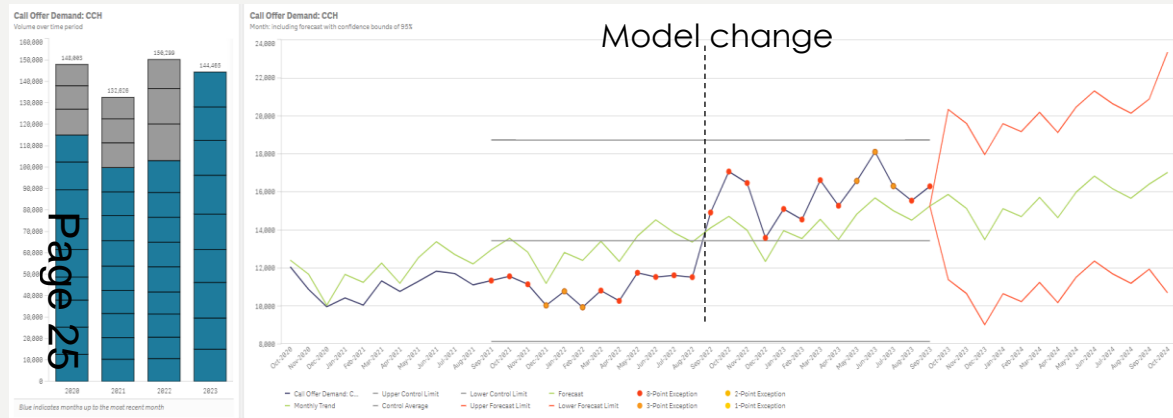
NOW WHAT? (What action do we need to take? Or are taking?)

- Daily performance meeting to review call answering times / staffing / issues.
- Recruitment to the CCC continues, with 50+ extra staff expected by January 2024.
- New operating model in place, increasing 999 call handler volumes.

Crime & Communication Centre – 101 Service/CCH

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Oct-2023	3 Months to Oct-2023	12 Months to Oct-2023	12 Months to Oct-2022 vs. 12 Months to Oct-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Abandonment Rate: CCH		12.2%	12.1%	8.7%	5.7% points ▲	Increasing	One, Two, Three, Eight-Month High	25
Average Time to Answer: CCH		00:01:19	00:01:19	00:00:58	00:00:38 ▲	Increasing	Two, Eight-Month High	19
Call Answered Volume: CCH		13,466	41,464	173,286	26.4% ▲	Increasing	Eight-Month High	16
Call Offer Demand: CCH		15,342	47,199	189,877	34.3% ▲	Increasing	Eight-Month High	16



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

- Continue with corporate communications 101 campaigns. Officers providing the public with communication details.
- IVR has been refreshed and will be live from 6 November. The improvements will direct demand to the appropriate resource more effectively.

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

Data Summary

- CCH calls offered for the month of October 2023 were 15,342 which is a decrease of 964 calls from the previous month.
- CCH average wait times for the month of October 2023 was 1 min 19 sec (SLA = 30 secs). This is a decrease of 17 secs from the previous month.
- CCH abandonment rate for the month of October 2023 decreased to 12.2% compared to the previous month (14%).

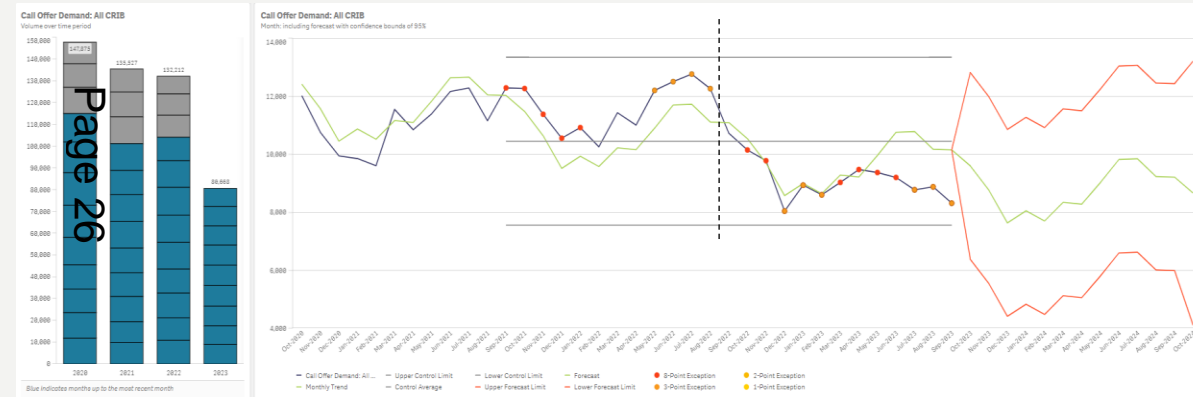
Overview

- September 2023 - CCH triage assisted with 56% of the calls for the month which is the highest percentage seen since the model changed September 2022.
- Week ending 10 and 17 September saw average wait times increase with demand.
- August 2023 101 call volumes - Wiltshire received 17,443 101 calls sitting 39th of 44 forces.
- 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.

Crime & Communication Centre – CRIB Service

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Oct-2023	3 Months to Oct-2023	12 Months to Oct-2023	12 Months to Oct-2022 vs. 12 Months to Oct-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Abandonment Rate: All CRIB		27.7%	29.6%	21.9%	11.6% points ▲	Increasing	One, Two, Three, Eight-Month High	25
Average Time to Answer: All CRIB		00:15:50	00:16:54	00:11:35	00:08:42 ▲	Increasing	Two, Three, Eight- Month High	23
Call Answered Volume: All CRIB		6,047	18,010	83,133	-32.0% ▼	Decreasing	Three, Eight- Month Low	20
Call Offer Demand: All CRIB		8,386	25,595	106,894	-21.6% ▼	Decreasing	Eight-Month Low	16



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

- October CCC operator in-take training progressing.
- Operating model embedding.
- Supervisors proactively monitoring call taker status using improved performance data.

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

Data Summary

- CRIB average wait times for the month of October 2023 were 15 minute 50 seconds, decreasing by 4 minutes and 2 seconds on September 2023.
- CRIB abandonment rate for October 2023 at 27.7%. This is a decrease of 5% when compared with September 2023.

Overview

- CRIB average wait to answer have increased with demand week ending 10, 17 and 24 September.
- 44.5% of callers in September 2023 waited 10 mins before abandoning.

User survey verbatim comments:

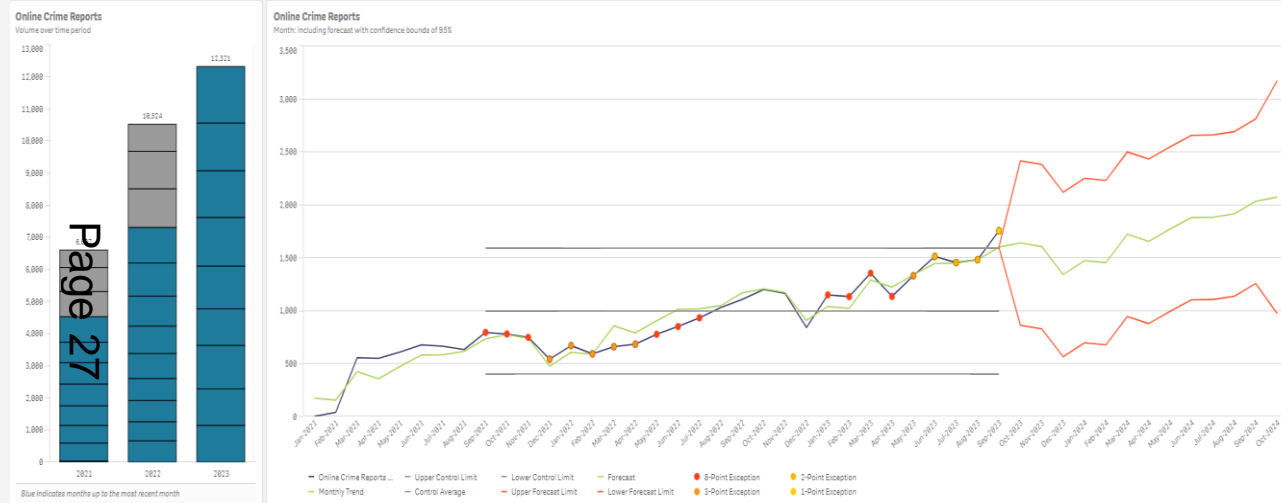
- 5* - **"The call taker was extremely compassionate and didn't make me feel I was wasting anyone's time."**
- 4* - **"Prompt and efficient"**

Note: survey response volumes are not statistically significant to the call volumes received.

Crime & Communication Centre – Online Crime Reporting Service

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Oct-2023	3 Months to Oct-2023	12 Months to Oct-2023	12 Months to Oct-2022 vs. 12 Months to Oct-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Online Crime Reports		1,402	4,643	15,731	60.4% ▲	Increasing	Three, Eight- Month High	20



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

- Automation of this process is key as it will provide significant capacity improvements over medium term.

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

Data Summary

- Online crime reports (OCR) have increased year-on-year by 60.4%
- Online crime reporting recorded in October 2023 reached 1,402. Down from 1,757 reports in September 2023.
- Pearson's correlation was used to test the relationship between CCH abandonment rates and the volume of online crime reports. The relationship was positive, and a strong linear correlation was identified between abandonment and volume of online reports, (statistical significance of $r=0.86$).

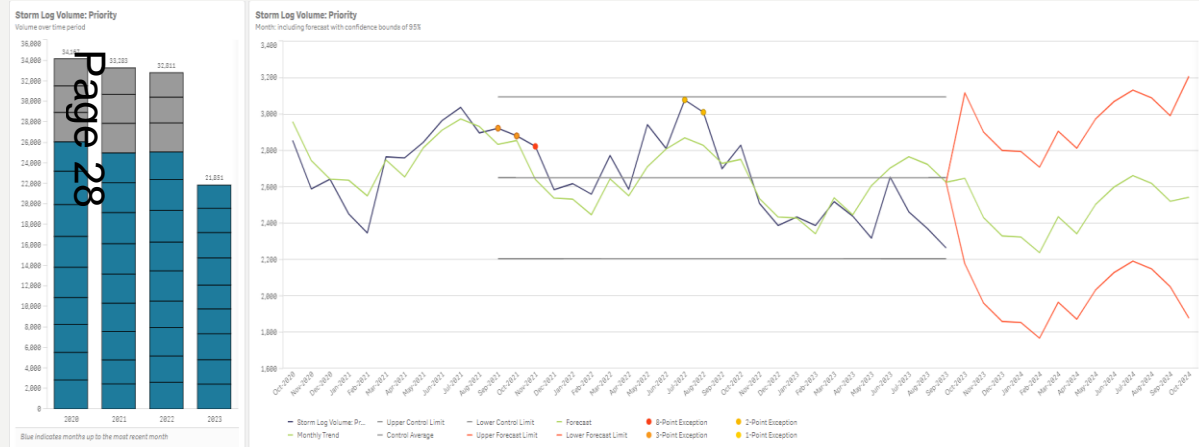
Overview

- Year-on-year increases indicate that the public are increasingly aware of the online service.
- Each OCR report takes around half an hour to input. This equates to 875 hours in September.
- More recent increases in online crime reporting have been attributed to the 101/CCH IVR system which highlights the alternative online service while callers wait. Impacting on the abandonment rate for CCH.

Response Times - Priority

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Oct-2023	3 Months to Oct-2023	12 Months to Oct-2023	12 Months to Oct-2022 vs. 12 Months to Oct-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Average Response Time: Priority - County		01:33:15	01:37:44	01:42:29	00:24:31 ▲	Increasing	Eight-Month High	16
Average Response Time: Priority - Swindon		02:15:34	02:29:43	02:18:03	00:56:21 ▲	Increasing	Eight-Month High	16
Average Time at Scene: Priority		02:04:34	02:07:16	02:02:08	00:25:13 ▲	Increasing	Eight-Month High	16
Median Response Time: Priority		00:44:45	00:44:29	00:45:28	00:07:43 ▲	Increasing	Eight-Month High	16
Response Rate: Priority		56.7%	56.6%	55.4%	-8.0% points ▼	Decreasing	Two, Three, Eight- Month Low	23
Storm Log Volume: Priority		2,233	6,868	28,982	-13.0% ▼	Decreasing	Two, Three- Month Low	17



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

- Review of priority logs has been commissioned to improve grading capabilities.
- The availability of vehicle parts has declined following the pandemic. A review of the Fleet workshop is being undertaken to improve mechanics availability and off set repair delays.

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

Data Summary

- Force level priority response times have decreased following highs.
 - County = 1 hr 33 min in October 2023 down from 1 hr 45 min in September 2023
 - Swindon = 2 hr 15 min in October 2023 down from 2 hr 23 min September 2023
- Priority log volumes (2,233 in October 2023) year-on-year are recording a decrease of -13% declining since June.
- Response rate: October 2023 = 56.7% year-on-year down - 8%
- Median time at scene: September 2023 = 56:36 mins.

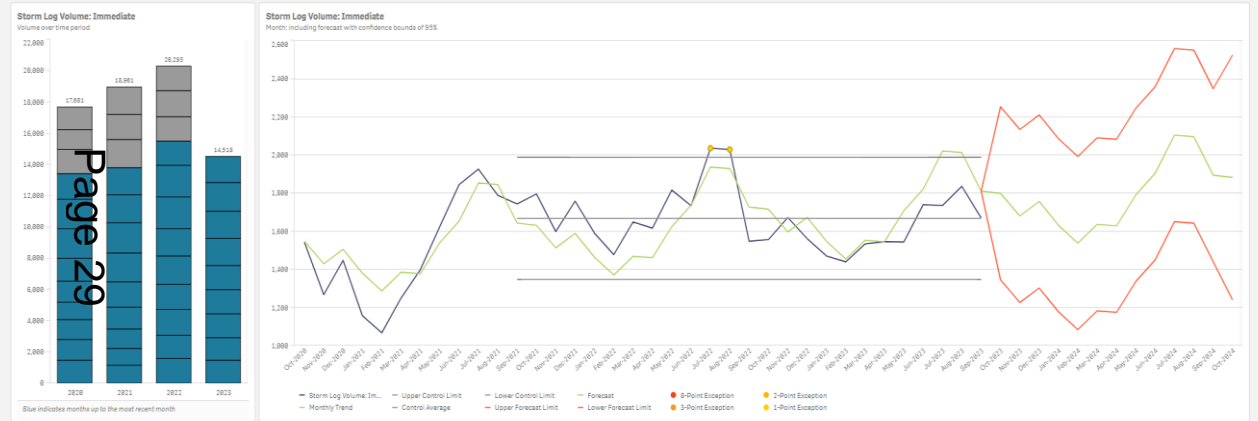
Overview

- Average time at scene has increased as the Force seek to take all investigative opportunities and improve standards.
- The median response time is currently 44:38 mind. 80 outliers in the dataset pushed up the mean average. These outliers are thought to be data errors. Median is therefore more reflective of the time taken to get to scene.
- Force level priority response times have steadily increased since May 2022.

Response Times – Immediate

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Oct-2023	3 Months to Oct-2023	12 Months to Oct-2023	12 Months to Oct-2022 vs. 12 Months to Oct-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Response Rate: Immediate		76.8%	76.9%	79.3%	-3.5% points —	Decreasing	One, Two, Three- Month Low	19
Median Response Time: Immediate		00:11:15	00:11:14	00:10:40	00:00:43 ▲	Increasing	Two, Three- Month High	17
Average Time at Scene: Immediate		01:40:39	01:36:27	01:34:09	00:16:27 ▲	Increasing	Eight-Month High	16
Average Response Time: Immediate		00:13:34	00:13:22	00:12:55	00:01:01 ▲	Increasing	Three-Month High	14
Storm Log Volume: Immediate		1,689	5,196	19,442	-4.8% —			0



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

- Increased driver training to be offered to increase the six trained per shift volume in Swindon.
- C/Insp's have reviewed skillsets across team and undertaken a redistribution of staff to ensure better balance when the response shift pattern changes on the 8 January 2024.

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

Data Summary

- Force level immediate response times have declined in recent months
- October 2023 = 11 min 15 sec.
- September 2023 = 13 min 11 sec. (Which was a reduction from the previous month.)
- Response rate: October 2023 = 76.8% down -3.5% pts year-on-year.
- Immediate log volumes year-on-year are recording a decrease of -4.8%.
- Median time at scene: September 2023 to 60 min 06 sec, decrease from previous high in July 2023 of 63:39 mins.

Overview

- Immediate response times remain comfortably within their SLAs.
- The September 2023 average response time for Immediate in urban and rural settings are within the SLAs set.
- Urban SLA = 15 min. For September 2023 the response time was 11 min 59 sec.
- Rural SLA = 20 min. For September 2023 the response time = 15 min 18 sec.
- Contributory factors include geography, fleet and minimal staffing levels considering other ways to deal with demand such as the incoming street bail, OOCRs and virtual visits.

Quarterly PCC Highlight Report

Police & Crime Plan 2022-25
October – December 2023

Priority 2: Reduce violence and serious harm

Outcomes achieved this quarter

Domestic Abuse. Over-all trend decreasing year-on-year with increased FAT. Increased high and medium level DA. Child victims of DA increasing.

Rape and Serious Sexual Offences. National trend increasing. Year-on-year decline in incidents in Wilts with increased FAT.

Violence with Injury. Over-all trend down and increased FAT with variations between County and Swindon.

Safe Streets initiatives. Successful Round 5 bid to Home Office. £998,000 awarded to support safety interventions. Tendering process on-going.

Violence reduction. Work with local authorities, health and education providers, youth offending services, the voluntary sector and communities to reduce and to prevent violence including knife and gang related violence. Delivery plan signed off by the Home Office. Commenced delivery.

CJS. Many challenges nationally. Wiltshire and Wessex performing comparatively well.

Risks and issues

Reoffending. Support often not in place for early prison release. Insufficient post-release accommodation, especially for those with complex needs. Increasing the risk of reoffending.

Intervention measures to reduce violence. Sufficient medical practitioners to support the pilot session of 'The Blunt Truth' remains a risk.

Seasonal variations. Christmas increase in DA and alcohol/substance related violence and offences.

Serious Violence Duty. Completion of delivery with Home Office timelines.

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)	Sep 23	100%
Development of the Serious Violence Strategic Needs Assessment for Wiltshire and Swindon	Sep 23	50%

PCC focus next quarter

The “We Are Listening” campaign is ongoing to increase crime reporting.

Op SOTERIA. The Wessex RASSO improvement plan to update of existing RASSO procedures and templates.

Op ODYSSEY. Digital investigative enhancements for RASSO offences.

Delivering the Serious Violence Steering Group Plan.

Delivering the Safer Streets Round 5 initiatives.

Producing the Strategic Needs Assessment for serious violence and the serious violence strategy. Delivering the serious violence delivery plan 2024 – 25.

Domestic Abuse (VAWG)

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Sep-2023	3 Months to Sep-2023	12 Months to Sep-2023	12 Months to Sep-2022 vs. 12 Months to Sep-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Arrest Rate: DA		39.7%	43.4%	41.2%	9.9% ▲	Increasing	Three, Eight-Month High	20
Crime Volume: DA		582	1,810	7,244	-3.7% —	Increasing		4
Domestic Abuse Risk Level: High		42	106	302	69.7% ▲	Increasing	One, Two, Three, Eight-Month High	25
Domestic Abuse Risk Level: Medium		200	690	2,488	21.1% ▲	Increasing		10
Domestic Abuse Risk Level: Standard		517	1,880	8,114	-8.0% ▼	Decreasing	One-Month Low	12
FAT Outcome Rate: DA		8.8%	12.4%	12.4%	2.6% points ▲	Increasing		10
FAT Outcome Volume: DA		51	224	896	21.9% ▲	Increasing		10
Outstanding Suspects: DA		415	375				One-Month High	8



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

- Change program training is ongoing.
- Additional CPD Champion funding has been received.
- 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.
- Internal support network being launched in December for internal staff.

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

Data summary

- DA crimes for the month of September 2023 decreased to 582, year-on-year down by -3.7%.
- The rolling 12-month FAT outcome rate reached 12.4% and arrest rate 41.2% (+9.9% year-on-year).
- The volume of DA crimes between October 2022 – September 2023 were 9.06% (n=600) higher than in 2019. This equates to an average of 50 additional crimes per month.

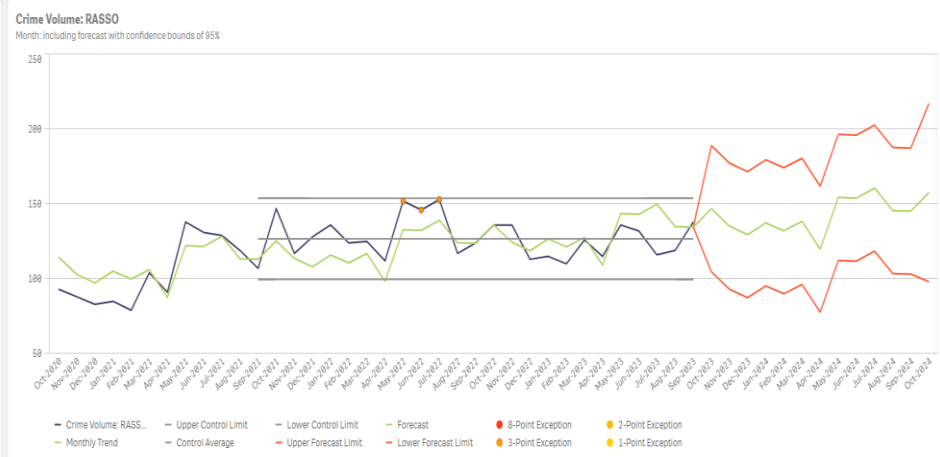
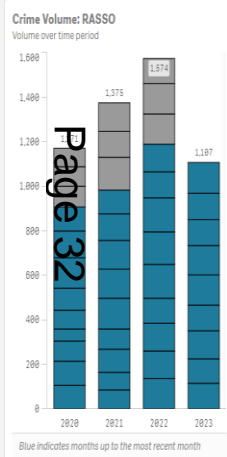
Overview

- Volumes being recorded remain above pre-covid baselines. During the pandemic year of 2020 volumes increased and have remained elevated but stable.
- Child victims of DA are seeing an increase with the rolling 12-month volume up 169.2%, although crime volumes do remain low. The increase is largely driven by 2 exceptional highs of 8 crimes recorded in March 2023 and 8 in June 2023.
- The use of Outcome 15 (evidential difficulties) is experiencing a positive decline in use, which currently sits at 26.2%.
- The rolling 12-month charge rate for September 2023 was 8.2% with a notable upward trend demonstrated however remains lower than pre-covid levels.
- The use DVPO/PNs has seen a positive increase with 11 DVPOs authorised in September 2023 and 15 DVPNs authorised. This correlates with the DA matters training and better understanding of safeguarding victims.
- Courts have become stricter with DVPO authorisations which may result in a decrease in authorisations moving forward.

Rape & Serious Sexual Offences (VAWG)

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Oct-2023	3 Months to Oct-2023	12 Months to Oct-2023	12 Months to Oct-2022 vs. 12 Months to Oct-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Outstanding Suspects: RASSO		128	123	139		Decreasing	Eight-Month Low	16
FAT Outcome Rate: RASSO		9.4%	8.8%	10.8%	4.0% points ▲	Increasing		10
FAT Outcome Volume: RASSO		12	34	161	49.1% ▲	Increasing		10
Time to Charge (Median): RASSO		374	360	254	15.6% ▲	Increasing		10
Crime Volume: RASSO		127	387	1,485	-5.5% ▼	Increasing		4



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

Data Summary

- Serious Sexual Offence (SSO) crime volumes have remained at a stable level over recent months, having decreased by -7.9% year-on-year.
- The SSO rolling 12-month FAT outcome rate to September 2023 was 12.3 %, year-on-year up 4.7%.
- Rape crime volumes for September 2023 highlighted a decrease of -2.3% year-on-year.
- The rape crime rolling 12-month FAT rate to September 2023 was 7.9%, an increase of 2.1% year-on-year.

Overview

- Up to July 2023, 17 forces have seen an increase in RASSO crimes, with Wiltshire down -2.8% compared to the previous period.
- In the period August 2022 to July 2023 40.1% of rape crimes were reported within the forensic window (7 days) with volumes resuming pre-covid levels.

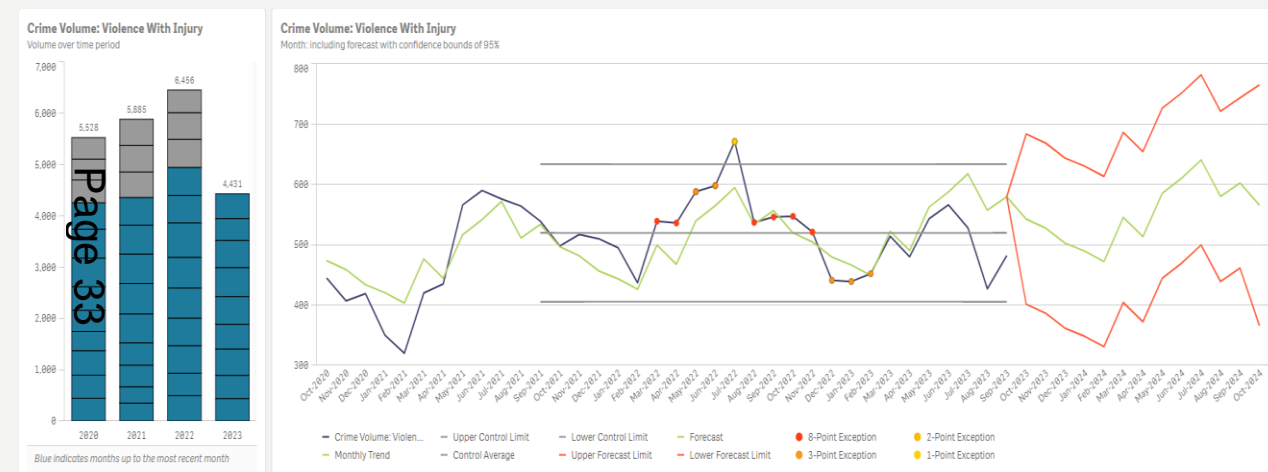
NOW WHAT? (What action do we need to take? Or are taking?)

- The “We Are Listening” campaign is ongoing and it is hoped will result in an increase in crime reported.
- Op SOTERIA – the Wessex RASSO improvement plan and update of existing RASSO templates are based on Op SOTERIA recommendations.
- Op ODYSSEY - will ensure digital investigative enhancements become live for RASSO offences.

Violence with Injury

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Sep-2023	3 Months to Sep-2023	12 Months to Sep-2023	12 Months to Sep-2022 vs. 12 Months to Sep-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Crime Volume: Violence With Injury		481	1,438	5,941	-8.2%	Increasing		4
Crime Volume: Violence With Injury - County		299	876	3,571	-11.4%			6
Crime Volume: Violence With Injury - Swindon		181	557	2,357	-3.4%	Increasing		4
FAT Outcome Rate: Violence With Injury		14.1%	16.9%	15.8%	3.1% points	Increasing		10



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

- Victim satisfaction area of focus is better communication with victims during the investigation life cycle.
- Swindon - have formalised their approach to the management of the night time economy with patrols to support licenced premises and venues with a late licence.
- County - 7 CPT tactical leads in post using newly created Plans on a Page to define their approach and activities.

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

Data Summary

- Violence with injury crime volumes for the month of September 2023 increased to 481, year-on-year down by -8.4%.
- The rolling 12-month FAT outcome rate reached 14.4%, year-on-year up 3.1%.
- The volume of crimes remain above pre-covid baselines, with 2022 8% (n=482) more than 2019, an average addition 40 crimes per month.
- Violent crime satisfaction 73.7%.

Overview

- The year-on-year decrease in Violence with Injury crime is being driven by County -11.7% with Swindon seeing a smaller decrease of -3.8%.
- 28.4% (n.134) of September 2023 VWI crimes related to domestic abuse, a decrease of -2.9% year-on-year.
- Violence with Injury is more likely to take place within private spaces, 58% with the last 12 months versus 42% in a public space.

Priority 3: Priority 3: Tackle crimes that matter to local communities

Outcomes achieved this quarter

Anti Social Behaviour. Overall tend decreasing but reporting (Niche) increasing. Further analysis is ongoing to support the Force’s understanding to reduce ASB.

Residential Burglary of a Home. Trend decreasing (less Chippenham and Trowbridge). 58% reduction in Salisbury CPT in the last 12 months. Burglary Team re-established in April 2023. Crime Prevention Tactical Advisor now appointed.

Road Safety. Drink driving offences: down. Drug driving offences: up. Serious collisions: up (especially involving pedestrian children).

- Improving use of data to understand trends and to target initiatives.
- Continued Community Speed Watch.
- Campaigns include: community road safety days, tyre safety month, child seat checks.

Targeting Rural and Heritage Crime (Op RAGWORT). Rural Crime Week 18 – 24 September. Rural Crime Team won a South-West Partners’ Excellence Award.

Business Crime. Business Crime Action Week held 16 – 23 October.

County Lines. Op SCORPION 6. 94 arrests. More than £73,000 in cash seized. Class A drugs valued at over £90,000. Class B drugs valued at over £155,000.

Deliverables Progress

Action	Date Due	Progress
Roll out of the ASB educational tool kit	Mar 23	95%
Training ASB specialists for each CPT. To be ASB SPOC and champion good practice		
Youth voice procurement and roll out	Apr 24	65%

PCC focus next quarter

New ASB information/toolkits are available signposting residents to bespoke assistance.

Neighbourhood Police Teams in Devizes and Swindon increased and focused on ASB preventive action.

Speed watch app being developed.

Weekly partnership working with DVSA to target commercial vehicles following previous spikes in HGVs involved in KSIs.

Continuity of care process development with service providers and public health for alcohol and substance mis-use.

Wiltshire road safety performance data can be found [here](#).

Risks and issues

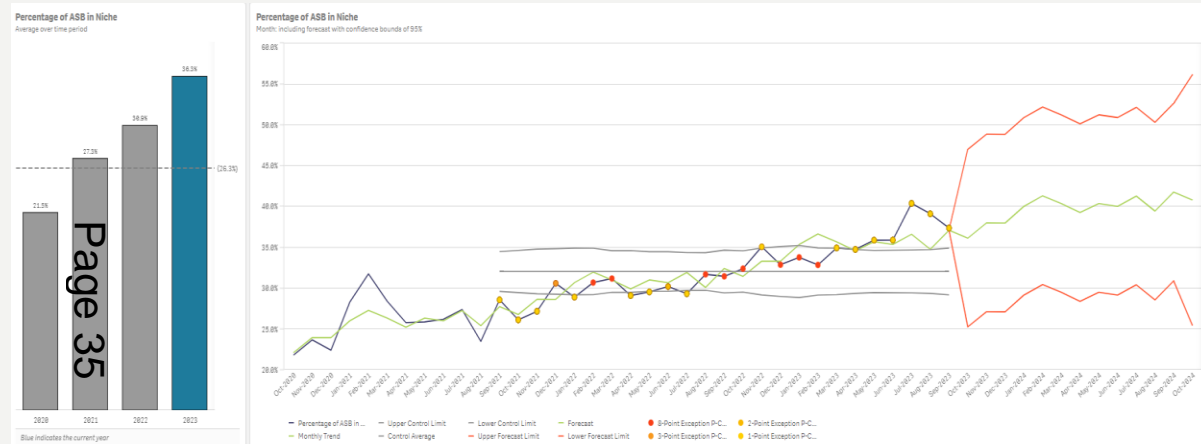
Maintaining focused and effective pressure on the perpetrators of these areas of crime.

Ongoing challenges of sufficient analytical support to conduct the serious violence SNA.

Anti-Social Behaviour (incl. Sec 60)

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Sep-2023	3 Months to Sep-2023	12 Months to Sep-2023	12 Months to Sep-2022 vs. 12 Months to Sep-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Percentage of ASB in Niche		37.4%	39.1%	35.6%	5.8% ▲	Increasing	One, Two, Three, Eight-Month High	25
Volume of ASB		924	3,076	11,872	-14.1% ▼	Decreasing		4
Volume of ASB - County		575	1,900	7,383	-17.6% ▼	Decreasing		10
Volume of ASB - Swindon		346	1,169	4,460	-7.5% ▼	Decreasing		4



Page 35

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

Data Summary

- The volume of ASB logs continue to decline, with a year-on-year decrease of 14.1%. This equates to an average decrease of 166 ASB incident logs recorded per month.
- The volume of ASB crime reporting in contrast is increasing, year-on-year by 5.8%.
- Swindon and County are both recording a decline in ASB logs, with Swindon is seeing a smaller decrease of -7.5% compared to County which sits at -17.6%.

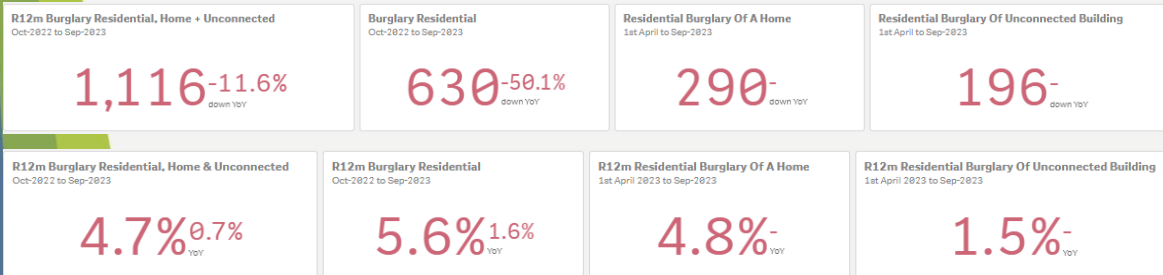
Overview

- Nationally - The police recorded 1.0 million incidents of ASB in the year ending March 2023. This was a 25% decrease compared with the year ending March 2020 (1.4 million incidents) and a 20% fall compared with the year ending March 2022 (1.3 million incidents). (Source: ONS CSEW)
- Further analysis is being done to support the forces understanding of ASB.

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

- New ASB information/toolkits are available on Police and Council website; signposting residents to bespoke assistance.
- The Neighbourhood Harm Reduction Unit are holding partnership meetings monthly.
- Neighbourhood Police Teams in Devizes and Swindon are actioning proactive prevent work to reduce ASB.

Residential Burglary of a Home



Page 36

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

Data Summary

- There were 43 residential burglaries (excluding outbuilding) in September 2023. Following the crime re-classification in April 2023 the volume stands at 291.
- Wiltshire's rolling FAT outcome rate since April 2023 for Residential Burglary of a home is currently 4.8%.

Overview

- Please note, the April 2023 changes in the burglary crime classification mean that crime classifications have been regrouped to keep comparisons meaningful.
- All CPTs have experienced a decline of residential burglaries in the last 12 months except for Chippenham 5.1% (n.6) and Trowbridge CPT 2.9% (n.3). Salisbury CPT has seen the largest decrease in the last 12 months with -58% (n.58).

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

The force pro-active Burglary Team has been re-established (July 2023).

Prevention activity work commenced with the newly appointed crime prevention tactical advisor.

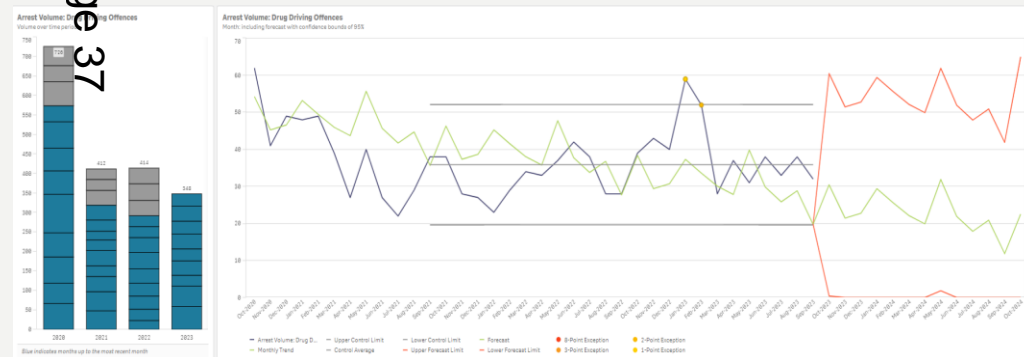
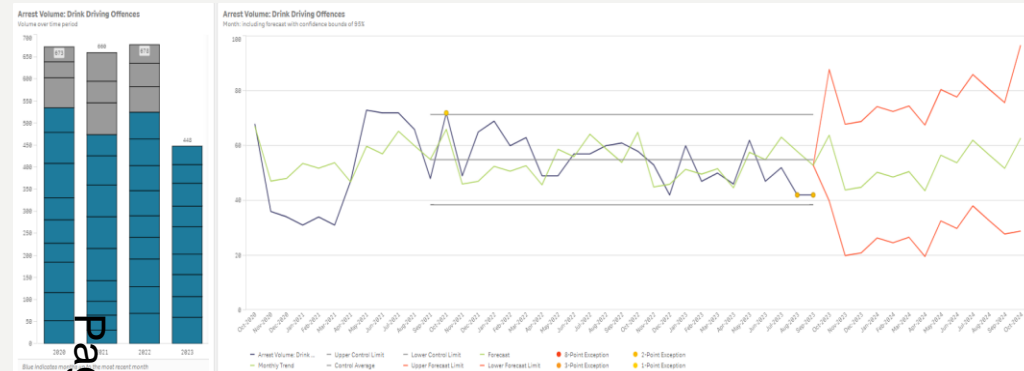
DLT lead for Swindon identified.

Plans on a Page developed for Swindon and County.

Road Safety

WHAT? (What is the situation?)

Measure	Trend Line (Up to 3 Years' Data)	Sep-2023	3 Months to Sep-2023	12 Months to Sep-2023	12 Months to Sep-2022 vs. 12 Months to Sep-2023	Rolling 12 Month Trend	Statistical Exceptions	Exception Weighting
Arrest Volume: Drink Driving Offences		42	136	601	-15.5%	Decreasing	Two-Month Low	13
Arrest Volume: Drug Driving Offences		32	103	470	22.1%	Increasing		10



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

- ADR 2023/24 Project manager in place to ensure vehicle stops are recorded in line with guidance.
- Fatal 4 – metrics being captured through the performance framework project.
- Speed watch app to be developed further.
- Update and agree methodology for KSI collisions.
- Fatal 5 updates rolled out and reps delegated.

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

Data Summary

- Drink driving offences have seen a 15.5% decline over the 12 months to September 2023.
- Drug driving offences have seen a 22.1% increase in the 12 months to September 2023
- In September 2023 a total of 3,138 speed watch records were conducted, 4.5% of these identified vehicles speeding.

Fatal RTCs

- 2022-2023 = 28 collisions involving a fatality.
- 2023 to the end of September = 15 collisions involving a fatality.

Serious (SCIT call outs)

- 2022 – 2023 = 21 collisions.
- 2023 to the end of September = 24 collision call outs.
- Trends have been reviewed and concerningly, collisions involving pedestrian children were much higher.
- Intervention work has been implemented with a huge increase in schools applying for the safe walking programme provided by the council.

FATAL 5 enforcement

- Data is being used to better target roads/areas, especially following killed or seriously injured KSI collisions.
- 593 individual encounters have resulted in paperwork being issued in September alone for RPU>

Proactive initiatives – introduced in September 2023:

- Op TRAMLINE – Prevention against the use of unmarked HGV to spot offences.
- NPCC Vulnerable Road users – initiatives with the Road Safety Partnership including cycle defect rectification scheme and child car seat checks.
- NPCC Tyre safety month and speed enforcement focuses.
- Project ZERO – weekly 'surround a town' fatal 5 initiative.
- Community road safety days, Chippenham and Swindon – similar to Project ZERO but in addition to those days.
- NHRU – support to RPU with the dedicated speed enforcement component.
- Weekly partnership working with DVSA to target commercial vehicles following previous spikes in HGVs involved in KSIs.

Quarterly PCC Highlight Report

Priority 4: Improve the experience of victims and deliver justice

Police & Crime Plan 2022-25
October – December 2023

Outcomes achieved this quarter

Overall victim satisfaction improved since January 2023. Areas of low satisfaction are case outcomes and being informed of right to review or options to complain. Much work still to do.

Complaints Resolution Team backlog identified. New complaints manager appointed. Progress in removing backlog.

Victim Needs Assessment and a victims' services map produced. Released November 2023.

The OPCC held a series of market engagement and stakeholder events to promote the commercial opportunities forthcoming in victim service contracts.

The new therapeutic interventions service (contracted in partnership with Integrated Care Board) went live in October and is busier than forecast. Meetings with all partners to continue to support early operational roll out and to provide service assurance.

Risks and issues

- Services supporting DA victims experienced sustained high demand in the first 6 months of the contract year. Waiting list developed. Service recovery plans in place. Challenges in recruitment and retention of skilled staff.
- Victim support services are very specialist. Limited providers and individuals with the correct skills. Recruiting and retaining remains a constant but, as yet, unrealised risk.
- Partner agencies struggling to resource their statutory obligations. Safer Streets relies on a panoply of providers for the interventions to succeed.

Deliverables Progress

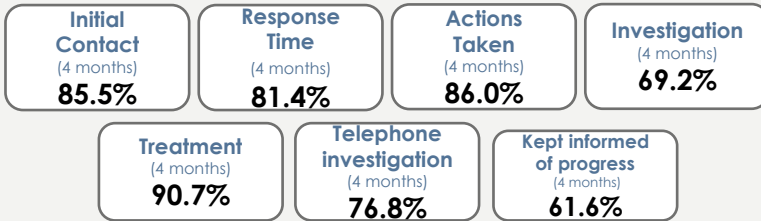
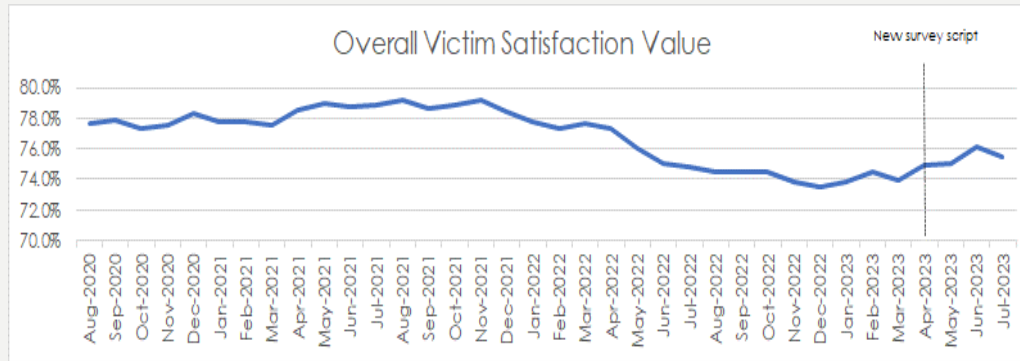
Action	Date Due	Progress
New Advocacy (SV) services tender complete - 6-year contract will see greater funding provided resulting in improved services, increased staffing and introduce online offence services for victims.	Apr 23	100%
Updated service modelling in process, needs analysis and data review phases complete for both the Adult Victim and Young Victim contracts.	New contract to start Apr 24	75%
Updated service modelling, needs analysis and data review phases in process for the Swindon domestic abuse support service contract. Swindon Borough Council have paused contract renewal in the short term.	New contract to start Apr 24	10%
Victim Needs Assessment Report – trends and gap analysis	Aug 23	100%

PCC focus next quarter

- National Victim Experience Survey to launch 8 January 2024.
- Victims Survey to be incorporated into Victims' Rights Project.
- Analysis to identify key focus areas to improve performance. Feedback to be given to officers.
- Tech to provides real opportunities to improve our victim contact long term.
- The Complaints Resolution Team supporting to the initial handling assessment improvements. Standardised recording and fast track complaints as needed.

Victim Voice

WHAT? (What is the situation?)



Victims Rights

4 months data (April - July 2023)	Understood your situation	Telephone investigation - Understood your situation	Informed of what actions would be taken to investigate your crime	Felt you were kept up to date with how the investigation progressed	Told of final outcome (excludes those still under investigation)	Informed of Victim Right to Review or options to complain
Satisfaction rate	93.0%	90.2%	73.8%	53.5%	47.4%	37.2%

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

- National Victim Experience Survey (NVES) to launch nationally 8 January 2024.
- Victims Survey which will now be incorporated into Victims' Rights Project.
- Analysis to identify key focus areas and improve performance to occur.
- Performance feedback to officers.
- Tech to provides real opportunities to improve our victim contact long term.

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

**The new Victim Voice survey was commissioned by the OPCC in April 2023. New data is available on a discrete month by month basis.*

Data Summary

- Overall victim satisfaction has been improving since January 2023 = 75.5% (+0.7% pts year-on-year).
- Areas of low satisfaction are **Kept Informed of Progress** (4 months = 61.6%) and **Investigation** (4 months = 69.2%).

Burglary

- Victim satisfaction following a burglary - residential for the 3 months to July 2023 = **83.0%**.
- **71.9%** were satisfied with how they were kept informed.
- **77.2%** satisfied with the investigation.

Vehicle crime

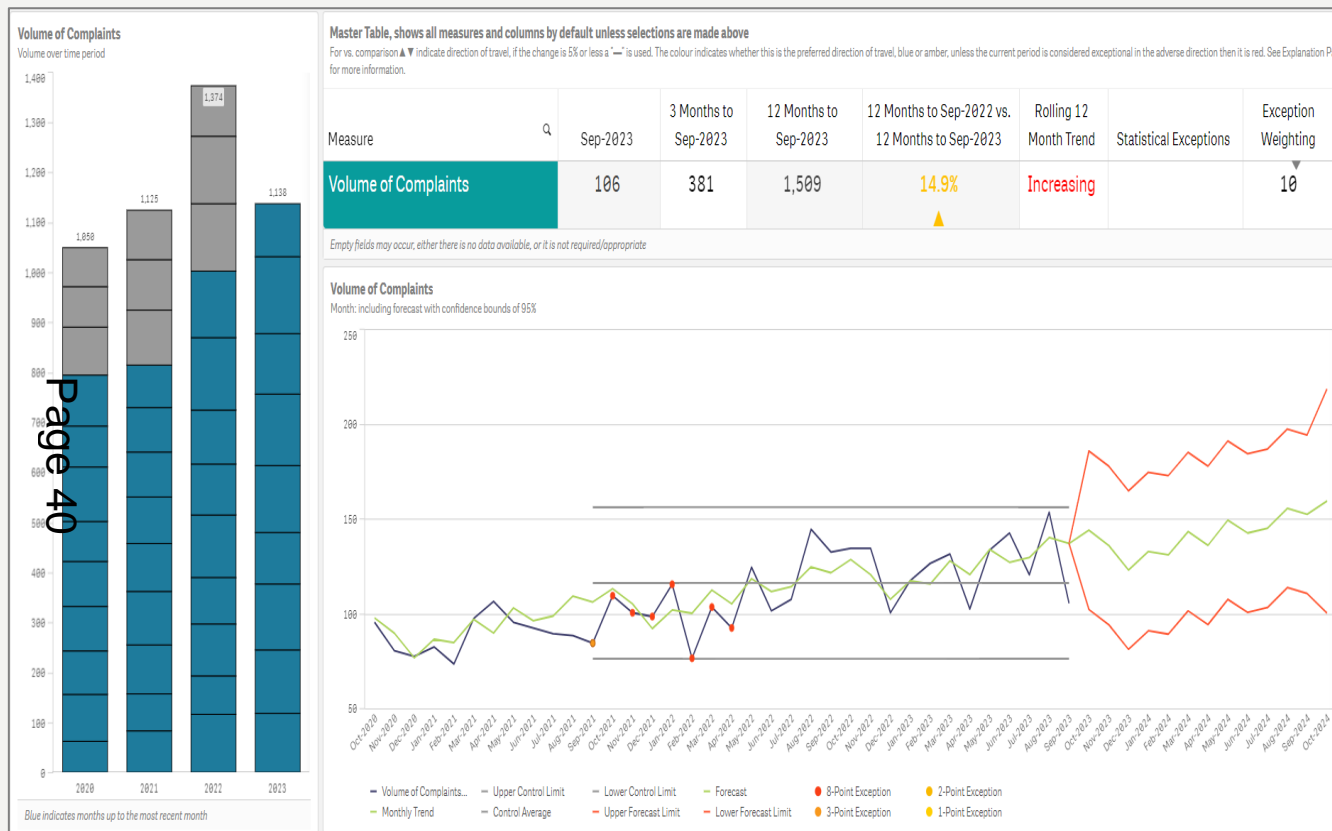
- Victim satisfaction following vehicle crime for the 3 months to July 2023 = **71.3%**.

Victims' rights

- The new Victim Voice survey aims to understand compliance with Victims' Rights through several questions.
- **37.2%** of respondents stating they had been informed of their right to review or complain.
- **53.5%** felt they were kept up to date with how the investigation progressed.
- **47.4%** state they were told of the outcome.

Dissatisfaction/Complaint volumes

WHAT? (What is the situation?)



Complaint cases logged

	Force	SPLY	MSF Average	National
Complaint cases logged	371	311	259	20,503
Complaint cases logged per 1,000 employees	149	125	74	81

Apr 2023 – Jun 2023 – IOPC data (Police Complaints Information Bulletin)

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

Data Summary

- Year-on-year complaint volumes have increased.
 - September 2023 saw 106 complaints recorded.
 - October 2023 saw 117 complaints recorded.

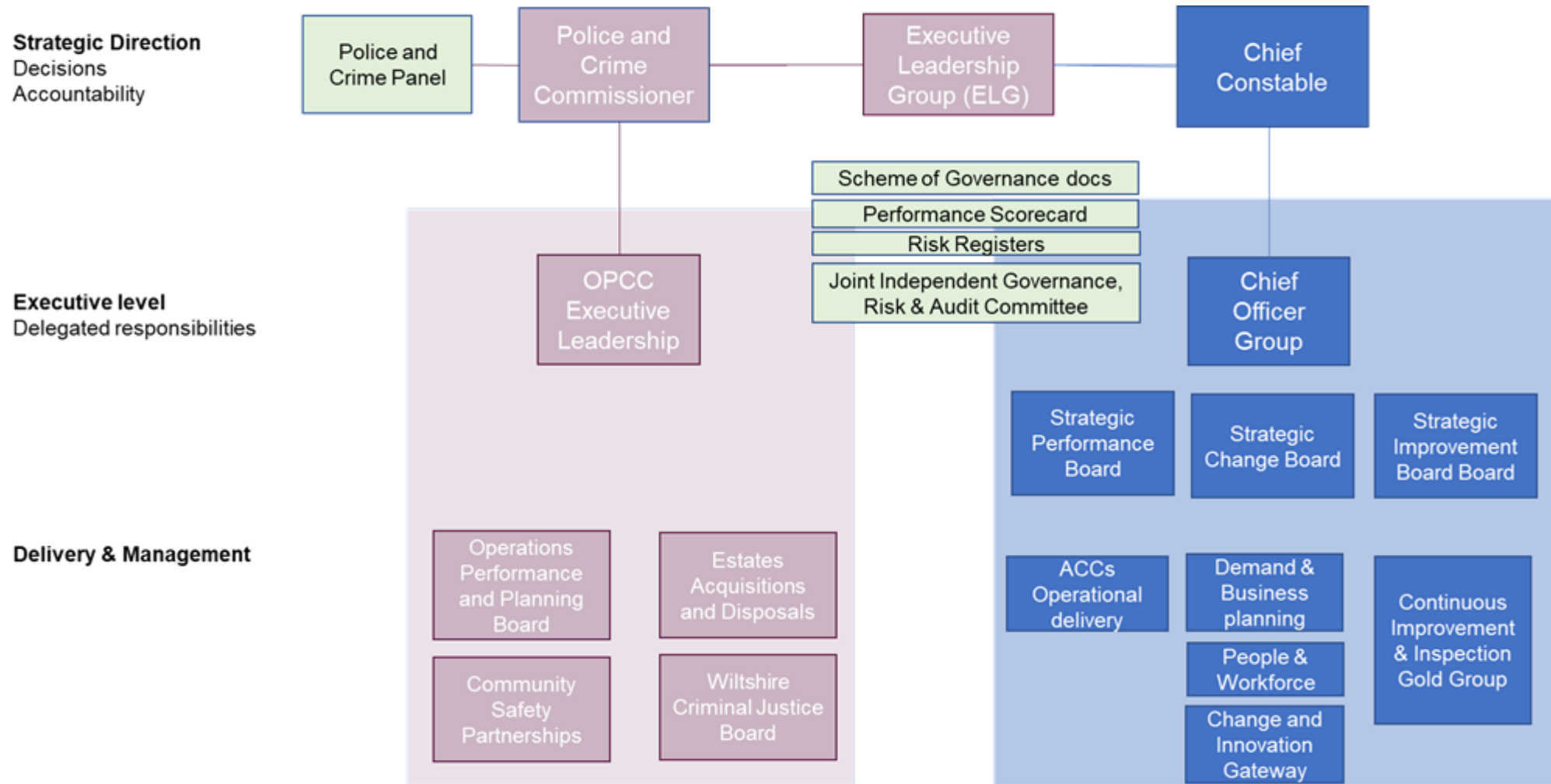
Overview

- Highly experienced Head of Complaints recruited into OPCC and developed existing improvement plan.
- Wiltshire Police are above the MSF average of complaints cases logged (latest data up to June 2023) 371 compared to 259 MSFG average. Adjustment in policy to ensure recording practices reflect other OPCCs
- Majority of complaints relate to victim contact consistency. Performance work now identifying complaints by team. Head of complaints engaged with Area commanders performance and organisational learning
- Plan to reduce complaints resolution backlog in OPCC. 2 FTE vacancies in team resolved with new starters arriving Jan 24.

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

- The Complaints Resolution Team are building on and effecting the initial handling assessment to ensure standardised recording and fast track complaints as needed.

Governance and Decision Making



Delivering the Police and Crime Plan

Force performance



OPCC Police and Crime Plan Assurance Framework 2022-2025

This provides a detailed overview of the Police and Crime Plan 2022-22. It should be considered alongside internal management tools.

The PCCs initial focus will be on all aspects of the Police and Crime Plan 2022-22.

Wiltshire and Swindon

Police Lead

Priority 1 Objective

A police service that is safe, effective and efficient

Police Lead

Wiltshire and Swindon

Primary Governance

Internal ELO

Meetings with CC Force on impact and performance changes

DPCC primarily to impact and performance changes

DPCC

DPCC will engage and focus on back with

External PCC PCC Plan quarterly update to public / PCC and stakeholders

DPCC will base the Assurances with the force and will be a part of assessing impact of force work.

There is no expectation on the force to conduct

Page 1 of 23

Wiltshire and Swindon

Police Lead

Primary Governance

Internal ELO

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Page 1 of 23

Making Wiltshire Safer

Wiltshire and Swindon Police and Crime Plan 2022-2025

P&C Plan assurance framework

WILTSHIRE CRIMINAL JUSTICE BOARD

WILTSHIRE CRIMINAL JUSTICE BOARD PLAN 2022-25

CRIMINAL JUSTICE BOARD

WILTSHIRE CJS

Wiltshire Criminal Justice Board

WCJB scorecard & risk register

SWINDON COMMUNITY SAFETY PARTNERSHIP BOARD PRIORITIES 2020-23

Protect vulnerable people from harm

Tackle Violence

Prevent Crime and Keep People Safe

EXAMPLE DELIVERY GROUPS

CROSS-CUTTING THEMES

Wiltshire Community Safety Partnership

Strategic Plan

2022-2025

Community Safety Partnerships

CSP scorecards

Office of the Police and Crime Commissioner for Wiltshire and Swindon

DELIVERY PLAN

2022-23

Wiltshire and Swindon

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OPCC Delivery Plan

OPCC scorecard & risk register



Acronym	Value
ADR	Alternative Dispute Resolution
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
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

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Wiltshire and Swindon

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Page 45

Police & Crime Panel

Police and Crime Commissioner's Presentation
September – December 2023

Agenda Item 9

Outcomes achieved this quarter - October – December 2023

Priority One - A police service that meets the needs of its community

- **Estates strategy is published.**
- **Two mobile police stations (MPS)** operating across Wiltshire and Swindon. Two further vehicles being built and expected to be available from January 2024. Promotion of MPS vehicle deployments to be advertised (“your area”, community messaging, social media channels) for residents.

Priority 2: Reduce violence and serious harm

- ^{Percentage} Wiltshire’s Domestic Abuse (DA) Further Action Taken (FAT) outcome rate reached 12.4% in September 2023 an increase of 2.6% when compared with the rolling 12 months from September 2022. The DA arrest rate reached 41.2% an increase of 9.9% when compared with the rolling 12 months from September 2022.
- Serious and Organised Crime: Wiltshire continue to report the highest average number of SOC disruptions per 1000 population across all 41 forces in the last year.
- Op SCEPTRE – knife crime enforcement activity, such as high visibility targeted patrols, knife safety sweeps and education session for young people took place 13 - 19 November 2023.
- OPCC has worked closely with partners to produce the strategic needs assessment. Initiatives have included gang focused interventions to divert away from criminal behaviours. Trauma informed practice training to embed into the culture of statutory authorities. Continued development of the Street Doctor programme.

Outcomes achieved this quarter - October – December 2023

Priority 3: Tackle crimes that matter to local communities

- **Safer Streets:** The OPCC has successfully received Safer Streets Round 5 funding receiving £998,000.
- **Road Safety:** Speed enforcement activity for 2023 highlights 6,479 speed awareness courses, 859 fines and penalty points and 83 court appearances actioned as at 06 December 2023. More than tripling all 2022 outcomes.
- **Rural/Heritage Crime:** New Wiltshire rural crime strategy with revised delivery plan and tactical meetings in place. New performance pack measuring outcomes.
- **Drug crime:** The October 2023 **drug possession** FAT outcome rate reached 84% and **drug trafficking** FAT outcome rate reached 21.6%.

Priority 4: Improve the experience of victims and deliver justice

Overall victim satisfaction improved since January 2023. Areas of low satisfaction are case outcomes and being informed of right to review or options to complain. Much work still to do.

Complaints Resolution Team backlog identified. New complaints manager appointed. Progress in removing backlog.

Victim Needs Assessment and a victims' services map produced. To be released November 2023.

The OPCC held a series of market engagement and stakeholder events to promote the commercial opportunities forthcoming in victim service contracts.

The new therapeutic interventions service (contracted in partnership with Integrated Care Board) went live in October and is busier than forecast. Meetings with all partners to continue to support early operational roll out and to provide service assurance.

Overall PCC Assessment

- Deep seated legacy issues against the over-lapping core components of operational capability

- Physical (people, work-force planning estate and equipment)
- Morale (culture, leadership, training and well-being) – improved visibility (CC letter to PCC)
- Intellectual (thinking, operational procedures, what is taught, enabling services)

- Page 48 Positive Responses this Quarter

- Significant progress has been achieved in increasing the efficiency of the Crime and Communications Centre. Procedures have been improved to reduce waiting times and additional staff recruited to fill workforce gaps.
- Evolve update including Force organisational leadership changes to strengthen planning and delivery
- Op RAGWORT and rural crime week targeted heritage and rural crime week. PCC elected to represent south west PCCs on national rural crime. The Rural Crime Team won a South-West Partners' Excellence Award.
- Continued Community Speed Watch and improving use of data to understand trends. Campaigns have include: community road safety days, tyre safety month, child seat checks.
- Victims' needs assessment completed. Overall victim satisfaction has improved since January 2023. Recognised that there is still much work to do.

Focus and the way ahead

- PCC continue to scrutinise, challenge and support – maturing OPCC team to better support the Chief Constable.
- Supporting Force to develop long term transformation plan, aligned to Police and Crime Plan and new operational and corporate operating model
- OPCC supporting headquarters to restructure and deliver more effective enabling services.
- 'Right Care, Right Person' roll out continues to enable the public to be signposted to the correct agency for the correct care. Will allow better use of existing resources.
- Continued work to reduce violence and harm and work more effectively with other agencies. Data and analysis informing better decisions.
- Police and Crime Commissioner elections to be held in May 2024.

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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 18 January 2024 10:30am-1pm	Kennet Room, County Hall, Trowbridge	<ul style="list-style-type: none"> • PCC Budget 2024/25 and Mid Term Financial Strategy • Communications
Thursday 8 February 2024 10:30am-1pm	Council Chamber, Monkton Park, Chippenham	<ul style="list-style-type: none"> • PCC’s Precept Proposal 2024/25 • Communications

<p>Thursday 7 March 2024</p> <p>10:30am-1pm</p>	<p>Venue TBC</p>	<ul style="list-style-type: none">• PCC Update• Quarterly Plan Delivery Update• INSERT• Communications
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