

Meeting Notes

- Title:** Performance and Delivery Board
- Date & time:** Wednesday 12 June 2024
- Venue:** Clift Room, Sutton Road, Maidstone (also broadcast via Microsoft Teams Live)
- Attendees:**
- Office of the Kent Police and Crime Commissioner:**
- Matthew Scott - Police and Crime Commissioner (PCC)
 - Adrian Harper - Chief Executive (CE)
 - Rob Phillips - Chief Finance Officer (CFO)
- Kent Police:**
- Tim Smith - Chief Constable (CC)
 - Peter Ayling - Deputy Chief Constable (DCC)
- Apologies:**
- Ian Drysdale - Deputy Chief Officer

1. Welcome & Introduction

- Welcoming the CC and his team, the PCC expressed his thanks for the meeting papers.

2. Notes of Previous Meeting – 28 February 2024

- The notes were agreed as a true and accurate record and the following actions discharged:
 - Force to provide a briefing on progress against the PEEL Improvement Plan later in the year – scheduled for the Autumn.
 - Force to share evaluation of re-THRIVE process on all high graded calls once completed - update to be provided at Monday meeting on 17 June.
- The following action from the 7 June 2023 meeting was also discharged:
 - Force to provide the ILAS (Intelligence Lead Assessment Service) Domestic Abuse risk identification pilot results - once evaluation completed, briefing to be provided at Monday meeting.

3. Making Kent Safer Plan: Review of 2023/24

- The CC advised he would not read the paper verbatim, but pick out key points from each section.
Work with residents, communities and businesses to prevent crime and anti-social behaviour
- The CC reported 33 forces were now using My Community Voice which provided the ability to have private communication between the public and officers/staff. Noting the number of sign-ups continued to increase, he said it complemented other communication methods but was becoming the go to platform for communication with the public.
- The CC highlighted the Rural Task Force's success in using Whats App, with the group now having over 1,800 members and complementing Neighbourhood Watch platforms.
- The CC thanked the PCC for supporting a bid to the Home Office which had resulted in the Force receiving just over £1.5m for its Hotspot Response Programme. He said it would provide a whole extra layer of operational capability beyond the Neighbourhood Policing Model and other funding streams. He advised the Force would be delivering a programme of enhanced hotspot patrolling in the 25 areas over the coming year and the PCC would be kept updated.
- Highlighting the Neighbourhood Taskforces, the CC explained they were a newish part of the Neighbourhood Policing Model built on the success of similar teams in a couple of areas but were now in every District. He said the examples in the paper were excellent initiatives and the Force needed to capitalise as much as it could on the capability.
- Noting that all crime and victim based crime were overarching indicators of Force performance, the CC reported that in 2023/24 they were down 4.9% and 4.4% respectively compared to the previous year. He also highlighted an increase in the solved rate for both.
- However, he said there was a need to focus on those offences that had bucked the overall trend - Theft of motor vehicle (+5.6%), Theft offences (+3.9%), Possession of Weapons (+13.6%) and Drug offences (+6.5%).

- Reporting an increase in ASB of 3.3% compared to 2022/23, the CC advised it was the first annual increase since 2020/21. Noting the largest increase was in 'Animal nuisance', he explained it was predominantly linked to the change in legislation around XL Bully dogs and the police response in terms of enforcement, seizures of animals and licensing and registration. Despite some excellent operational enforcement work, he said 'Motor vehicle nuisance' and 'Fireworks – Noise /inappropriate Use' had also increased, so specific operations were planned for the current year.
- Noting a reduction in burglary business and community of 9.7% compared to the previous year, the CC also reported that shoplifting and retail crime had increased by 19.2%. Despite national media suggesting policing had withdrawn, effectively de-criminalising shoplifting, he said the Force was focused on it. Referring to a recent media article in which Kent was highlighted as the only Force in the Southeast to have increased positive outcomes, he said there was a need to focus on organised criminality, violence and where vulnerabilities were exploited.
- In terms of burglary residential dwelling, violent crime, robbery and hate crime, the CC reported a significant reduction in recorded offences coupled with increased solved rates.
- Acknowledging that vehicle crime had reduced overall, the PCC highlighted that theft of motor vehicle had increased by 5.6%. He asked if the Force understood the reasons and how it was responding. The CC advised it mirrored the national picture, particularly around organised offending. Noting statistics suggested only one in ten vehicles were recovered whereas it used to be much higher, he said it perhaps indicated a serious and organised crime element as previously cars were stolen for enjoyment or a particular journey before being abandoned. He said the Force had investigated crime groups for organised theft of motor vehicles and it was a pattern likely to continue. Based on the increase in offences and intelligence picture, he advised it had been added to the Force's Control Strategy.
- Commenting the continuing downward trend in burglary residential dwelling was welcome, the PCC asked for an update on attendance as per the NPCC Action Plan. The CC reported 98.8% were attended in 2023/24; noting 36 were not, he said he was satisfied there were good reasons in each case. Advising it would never be 100%, he noted the data was now reported to the Home Office for inclusion in the Digital Crime and Performance Pack.

Tackle violence against women and girls

- Across the year, the CC reported a downward trend in reported VAWG and the discrete offences.
- He said the Force looked closely at domestic abuse (DA) and non DA offences, but noted that changes to the Home Office Counting Rules had impacted on historical recorded levels.
- Advising the charged rate was stable across the year at 19.9%, he reported that for non DA offences it had increased by 2% - an additional 150 offenders – which was positive. He stated it was a real focus in the current year.
- Referring to the projects outlined in the paper, the CC said he was keen for the Force to continue being innovative, highlighting in particular the Taxi Marshal scheme in Folkestone and Hythe and the use of lie detection software.
- In terms of service improvements linked to survey findings and HMICFRS observations, he advised the Force was overachieving on the training staff to the national Rape Investigation Improvement Standards under Op Soteria. He also explained that officers and staff had attended master classes to ensure they understood the standards and had the knowledge and skills to deliver against the strategy.
- The CC highlighted that Kent was either the only, or one of only a handful of forces to be graded 'good' by HMICFRS at protecting vulnerable people. He said there was no complacency and he wanted the Force to continue improving.
- The CC reported that rape offences in 2023/24 decreased by 12.3% compared to the previous year (291 less crimes) with reductions seen in both adult and child related offences. He added the charge rate was 6.9%, an increase of 1.8 percentage points on the previous year.
- He also reported a reduction of 5.7% in sexual offences; whilst positive in terms of less victims, he said it remained a focus. Referring to the Force's Divisional Policing Review, he advised at its heart was maintaining and improving the capability to respond to such harmful crime types.
- Welcoming the increase in the rape charged rate, the PCC asked if the solved rate was higher than the charged rate (i.e. whether charges were the predominant outcome). Advising rape was a crime type where the use of cautions or out of court disposals would not be appropriate, the CC said it required authorisation by a very senior officer and only in specific circumstances. The increase (22 outcomes) were all charges with the rate increasing from 4.2% in 2022/23 to 6.9% in 2023/24. Stating he would like it to be higher, he noted CJ partners also had a big part to play.

Protect people from exploitation and abuse

- The CC reported a 13.1% decrease in DA compared to the previous year (4,553 less crimes). He advised there had been a downward since the Covid pandemic era during which there were significant increases. The solved rate had increased to 9.3% from 8.7% in 2022/23, equating to 2,195 charges, 461 Cautions and 163 Community Resolutions.
- Whilst commenting it was good to see DA coming down, the CC encouraged victims to come forward and report to the police or other services so action could be taken to stop the abuse.
- Noting the increase in fraud, the CC advised it was a growing crime type with additional complexity compared to the past. He said along with other parts of the Force, the collaborated Serious Crime Directorate (SCD) provided a specific and specialist response and was a resource that a lot of other forces did not have.
- With regards to DA, the PCC asked if there was any evidence the decrease was linked to victims not reporting to the police as his commissioned services were not seeing a reduction in demand. Whilst the Force believed victims were coming forward, the CC acknowledged some may lack the confidence and encouraged them to do so. Referring to Home Office Counting Rules changes, he explained the Principal Crime Rule had been reintroduced which meant when officers dealt with an investigation, whilst there may be multiple offences and they may charge an individual with multiple crimes, in most circumstances they only completed one crime report in which everything was referenced.

He said the reason for the change was demand – Chief Constables wanted officers to focus on investigations, spending time with victims and catching criminals, not tied to a desk writing reports for the sake of it. Offering the PCC a specific briefing later in the year, to ensure the Force really understood the change, the CC said he was not complacent but it was a trend reflected nationally.

- Acknowledging the increase in the DA solved rate, the PCC asked about the circumstances in which a caution or community resolution would be appropriate and sought reassurance they were being administered in compliance with the NPCC guidance. The CC stated he was confident they were being administered in accordance with the guidance as there were checks and balances in place via supervisors and the Investigation Management Unit. Noting on occasions they may be used in non-intimate DA cases, he said there were clear criteria and processes officers had to go through to ensure appropriate use.

Combat organised crime and county lines

- Noting the work of the collaborated SCD, he advised whilst it was well supported by local policing teams and Tactical Operations, around the country such capability was normally provided by Regional Organised Crime Units. He added Kent and Essex benefitted from SCD very significantly in terms of reducing harm.
- The CC stated the SOC table showed the success of the Force. Highlighting the 213% increase in sentences secured, he said that equated to a lot more drugs, weapons and cash seized from criminals and taken off the streets.
- Over the course of 2023/24, the CC reported a reduction in the number organised crime groups and county lines. Whilst zero would be good for both, he said it was sadly unrealistic but the Force's aspiration was to tackle as many as it could to make the county as safe as possible.
- The CC noted the number of arrests, warrants, weapons seized and highlighted the excellent joint working, including through the VRU and with the MPS, BTP and other forces which he said provided a resilient response. He added the examples in the paper showed a real focus on vulnerability and protecting people.
- Acknowledging the excellent work of the Force in reducing county lines and that there would be fluctuations month on month, the PCC asked if it was now sustainable. The CC said he hoped so as the Force's intelligence work was enabling it to get upstream to identify organised crime groups and county lines as early as possible. Some Forces had slightly different tactics but Kent's was clear, aim for the top of the crime group or county line to completely disable it. He added the Harm score was important in identifying the level of violence and determining Force prioritisation.

Be visible and responsive to the needs of communities

- With regards to S136, the CC reported it was used 781 times in 2023/24 compared to 2,050 in 2019/20. He added the Force hoped to drive it down even further with innovation and the ongoing support of partners.
- The CC advised in April 2024 the Force implemented Right Care Right Person (RCRP) and offered to provide a briefing to the PCC later in the year on progress. He said each time officers did not have to exercise the S136 power was a saving in resource, but more importantly meant an individual in crisis received the right care from the right person. Acknowledging policing would always have a role, he said it was good to see other partners stepping into the space.
- Noting the PCC's previous concerns around call handling, the CC said following changes in the FCR, the Force was now in a much better place and he was growing in confidence that performance could be sustained. He advised August would be challenging due to high demand coupled with high staff absence. Noting a step change in performance, for January to March 2024, the CC reported an average 999 answering time of under 4 seconds with over 90% answered in under 10 seconds, compared to over 10 seconds and 70% in 2023.
- In terms of 101 contact, the CC acknowledged performance had been poor, referring to April 2023 when 13.1% of calls were not answered and the average answering time was 1 minute 41 seconds. In comparison, he reported over recent months less than 3% of calls were not answered and the average answering time was around 20 seconds. Referring to the Beating Crime Plan data provided by BT, he said it highlighted the change in performance with the Force now comparing very favourably nationally. He added that he was very proud of all the staff involved
- The PCC said the FCR was now delivering a much better service and congratulated the Chief Officers and those involved. In answer to a question about how sustainable performance was, the CC said he was pleased with the current position and the data showed it was not fluctuating hugely month on month. He said he would like to see it continue over the summer months as they were the most challenging, with overall demand increasing and officer and staff absence increasing from an average of 16% to around 19% due to leave. He said the difference this year compared to previous years was that the FCR was in a much stronger and more resilient position.
- The PCC asked about the current strength of the Special Constabulary and plans for further recruitment. Reporting the strength at the end of May was 179 - well down on the peak of over 300 – the CC said it was a positive story as many had joined the Force through the Uplift Programme. Noting the Force had a healthy and vibrant Special Constabulary, he said in national surveys of morale, Kent always came top. Advising they did pretty much everything regular officers did with some specific and unique exceptions, the CC stated whilst he did not wish to commit to a target, he would like to see the number increase and hopefully to around 300 again.

Prevent road danger and support Vision Zero

- The CC stated the priority was embedded in the core policing model and there was a significant resource commitment in terms of roads policing, the specialist Serious Collision Investigation Unit (SCIU) and forensic investigation.
- Reporting a 5% increase in road deaths in 2023/24, the CC advised the SCIU attended 55 road deaths compared to 52 the previous year.
- Noting the Force's goal was to reduce deaths and serious injuries, he said it continued to work closely with partners through Vision Zero to try and find ways to make the roads as safe as possible.

- Highlighting the examples in the paper, the CC advised enforcement activity was strong, adding that he was determined the Force would pursue individuals who drove so dangerously that they presented a significant risk.
- Referring to the section on prevention activity, the CC said it highlighted a number of operations and initiatives that were supported by Force staff and key partners. He stated the Force could not do enough of such activity and very much tried to match demand to resources. Noting the PCC's support with the specific operation around VAWG, the CC said it was an extra tool in the toolbox to tackle driving offences.
- Referring to the Special Constabulary Roads Policing Unit, the CC said he was extremely proud of the specialist areas Special Constables had moved into over many years, adding most members of the public would not know if a roads policing officer was a regular or Special Constable.

Protect young people and provide opportunities

- The CC reported a 3.1% increase in child protection related offences compared to the previous year. Sexual offences saw a decrease 4.1% which he said was very pleasing given the level of harm caused.
- Advising it was an area of focus and the Force had specific teams tackling it, he said he was interested in seeing how the Divisional Policing Review impacted on child protection as it was one of the drivers behind some of the changes.
- Referring to the VRU and the table in the paper, the CC said he had no doubt it was doing great work, but there was a need to consider impact in terms of reducing violence. Whilst there was some evidence in the paper, he advised it would continue to be monitored to ensure it was fit for the challenges ahead.
- With regards to the innovations highlighted in the paper, the CC said it was sometimes difficult to say whether they would be effective, but he was convinced they would at least make one young person question their actions and hopefully save serious injury or even lives.
- Thanking the CC for his update, the PCC said he hoped the data sharing project would be delivered as soon as possible since it would be key going forwards.

Actions

- **Force: Provide a briefing on the reduction in DA later in the year.**
- **Force: Provide a briefing on RCRP progress later in the year.**

4. Inspections, Audits & Reviews

- In terms of PEEL 2023/25, the DCC advised there were 15 Areas for Improvement (AFIs) that continued to be reviewed at the Force Improvement & Development Board. Noting the Force had assessed two AFIs as discharged, he said it was frustrating HMICFRS would be unlikely to formally sign AFIs off until the next PEEL Inspection.
- Victim Service Assessment AFI (carried over from previous inspection): the DCC advised there remained challenges awaiting national guidance and the Force had to work within the constraints of the Athena system. Nevertheless, he said it had adapted local processes and was seeing improvements, particularly around the Needs Assessment.
- Responding to the public AFIs: the DCC advised at the time of the inspection there were challenges in responding to calls from the public. As discussed previously though, there had been a marked improvement which had been sustained over a period of turbulence, with the operating system changing to the ICCS and the FCR moving to Coldharbour. He shared the CC's confidence performance would be sustained in the long term.
- Investigating Crime AFIs: the DCC reported the Force continued to improve with the ambition of achieving a step change in both charged performance and solved outcomes. Noting there were some technical AFIs, he said the key one was around the Victims Needs Assessment; whilst the Force was awaiting improvements to the Athena system, there was regular oversight and the compliance rate had increased to 63% against the PEEL baseline of 29%.
- In terms of Managing Offenders and Suspects, the DCC highlighted the introduction of the new Digital Forensics structure. He said previously there were challenges with the interrogation of digital devices, particularly phones, with a build-up of legacy devices delaying investigations. Through the new structure that had been completely cleared, but had created another bulge in the system. Whilst seeing good progress, he advised it had been elevated as a performance priority to be monitored every week to get to a better position longer term.
- Tackling Workforce Corruption AFIs: whilst the Force had made good progress, the DCC explained there was a new HMICFRS inspection focused on all aspects of Professional Standards and so the Force had an eye to the new criteria in order to benchmark itself ahead of the formal inspection.
- Noting the Angiolini Report was published the day after the last meeting, the DCC stated it was an important moment in time for policing, but particularly Kent Police. The CC had directly contributed to Part 1 of the Inquiry which looked into the offending of Wayne Couzens with a focus on three principal forces, of which Kent was one. For the record, the DCC expressed the Force's profound sense of anger and disgust at his offending and the impact on Sarah Everard's family. He reported the Force had made a number of changes and addressed the 16 relevant recommendations which could be categorised under three broad headings: 1) the investigation of indecent exposure; 2) recruitment, vetting and sharing of information; and 3) culture, standards and experiences of women within policing. He said the Force had its own action plan, and an important event had taken place on 25 April when more than 500 officers and staff gathered at the Detling Showground for an event led by the CC on standards of behaviour, culture and leadership. The DCC advised he held a bi-monthly governance meeting where plan progress was reviewed.
- With regards to Internal Audit, the DCC reported 100% of audits conducted in 2023/24 received a positive assurance rating. Noting there were some still outstanding, he said plans were in place to address them.

- In terms of the agreed 2024/25 internal audit plan, the DCC highlighted two in particular: Information Asset Ownership which he said was linked to work the Force was keen to progress with Canterbury Christchurch looking at the protection of digital information in the wake of cyber-attacks elsewhere; and Firearms Licensing which he said was very topical and the Force would welcome external assurance on.
- Noting it was not due to start until October, the PCC said he would like to receive an update on the Firearms Licensing audit in due course.
- The PCC said he was equally frustrated the PEEL AFIs would not be signed off by HMICFRS for up to two years because he knew how hard the Force had worked to turn some around, especially call handling within the FCR. Noting the Force did not currently have a HMICFRS Liaison Officer, the CC stated it would continue to push for HMICFRS to assess and hopefully discharge some before the next PEEL inspection.
- With regards to the Victims Needs Assessment, the PCC said the improved recording was positive and asked if the Force also monitored quality. The DCC advised it was monitored closely in terms of compliance around the Victims Code of Practice and explained there were two forums that examined quality: the Investigative Quality Board (IQB) chaired by the ACC – Crime and the Criminal Justice Department itself which undertook a review of 30 investigations each month. He added the latest update from the IQB was they were seeing improvements to the quality of investigations and importantly a positive response where issues were identified.
- Following the Business Case being agreed, the PCC asked when the Digital Forensics platform would be delivered. The DCC explained it would be delivered in four phases, with the Force shortly commencing phase one which would see the high speed network developed and the move to a Central Digital Forensics Hub at Ashford. The latter phases would then see it rolled out to the local hubs in October and March, with the programme continuing through to March 2026 and incremental improvements with each phase.

Action

- **Force: Provide an update on the Firearms Licensing audit once completed.**

5. People

- The DCC reported the headcount figure as at 31 March 2024 was 4,225, two over the maintenance requirement of 4,223. He advised pressure remained on the recruitment pipeline with four intakes planned totalling 312 recruits.
- Referring to the Police Constable Entry Programme, he reported full licensing was achieved on 6 June with the first intake planned for 29 July. Through the process of validation, he advised there was significant praise for the team and their development of the programme in Kent.
- Noting a drop in ethnic minority applications, the DCC said a lot of work was underway as described in the paper. Advising there was a healthy increase in the proportion of female recruits, in terms of Force representation, he said there was work to do particularly around the recruitment of ethnic minority officers and staff.
- As of 23 April, four candidates were enrolled in the Positive Action Engagement Programme which aimed to provide support to those who were unsuccessful, to enhance their chances in the future.
- Reporting 162 officer resignations in 2023/24, the DCC said it was scrutinised at the Force Management Board. He advised there continued to be a high proportion of officers leaving when particularly young in service, adding that whilst a national trend, the figures were slightly higher in Kent and therefore a deep dive had been conducted which would be reported at the Management Board.
- The DCC advised there was a specific leaver process which ensured a good understanding of the reasons, adding it was an opportunity to try and prevent some, but also where appropriate, ensure a dignified exit.
- In relation to the Police Staff Week of Celebration and Recognition, the DCC advised it was the first time it had ran and was well received. Over many years of policing, he said it was obvious how much had been invested by Kent and policing more widely into the development of police staff roles and their contribution to frontline policing.
- With regards to PCSOs, the DCC reported the Force was under the establishment of 101.5fte despite a recent recruitment drive. He said the Force had further plans to get the numbers back up to support the NHP Model.
- In terms of average days lost, the DCC advised it was subject to scrutiny at the Force Management Board. He said psychological related absence accounted for the highest proportion of hours lost followed by respiratory related absence. Referring to the paper, he said there was a focus on managers and supervisors being able to respond to issues, principally to provide support but also interventions where required. He added the emphasis was on providing a supportive environment for officers and staff to thrive.
- Referring to Occupational Health, the DCC reported an increase in length of time from referral to appointment due to a significant increase in referrals in the last quarter of 2023/24 compared to the previous year (653 compared to 481). He said the Force was clear the desired response level was 10 working days and so work was underway to support the department, including looking at external providers where appropriate.
- The PCC said he would be interested in seeing a copy of the deep dive report on officer leavers.
- Noting the proportion of females joining appeared to have dropped, the PCC asked if the Force understood the reasons. The DCC explained there was a period where the number of applications dropped, but it had now recovered. He added the Force was learning from the Investigate First offer which had a high uptake of female applicants that converted through to new joiners.
- With regards to the increase in Occupational Health referrals in the last quarter of 2023/24, the PCC asked if there were any specific reasons. Advising that despite a great deal of analysis, none could be identified, the DCC said the

assumption was that it correlated with training and CPD linked to raising awareness and increasing the confidence of managers and staff to access services. He added that it had levelled off again, but was being monitored

- With regards to Public Enquiry Officers, the PCC asked if there was an update on recruitment. The DCC said the Force was seeing progress, with a marked improvement in the opening hours of tier two front counters, and many approaching 100% of published opening hours. He reported the Force had 9.5fte vacancies in March and that had now reduced to 4.3fte.
- Advising his office was receiving enquiries from people about the progress of their application, the PCC asked about the timeliness of processing the police element of DBS checks. The DCC stated it remained a stubborn challenge, not just for Kent but all forces. He reported the Force reached a high point at the end of May 2023 with nearly 16,500 DBS checks and 6,000 over 60 days. Advising the Force had worked with the national Disclosure and Barring Service to implement a recovery plan and also recruited into the team, he said there were now less than 10,000 and those over 60 days had halved. He added the situation had improved, but there was still lots for the Force to do. The PCC said that was good to hear and thanked the Force team for their support with the queries his office was receiving.

Action

- **Force: Provide a copy of the deep dive report on officer leavers.**

6. Finance

- The CC advised the main challenge to the Capital Budget was the sale of land at Sutton Road not going ahead and the capital receipt therefore not coming to fruition. He added it would require further discussion in the coming year.
- In terms of Revenue, the CC advised headcount was an arbitrary figure when looking at experience and pay scales, with the number of anticipated leavers and how that was costed being more important. He advised a reduced number of leavers than anticipated was positive in terms of skills and experience retained, but had a negative financial impact.
- Referring to the paper, the CC highlighted the PSE vacancy factor and what it meant in terms of the Force budget. With regards to the target, he advised it was not one he wanted to continue or something he thought could be a permanent arrangement for the Force. Whilst it had a positive impact in terms of achieving the budget requirement each year, he said the Force had to try and get back to something of a more normal vacancy rate.
- The CC stated the PUP rules coupled with an outdated Funding Formula had resulted in a MTFP with savings required of multiple millions across several years. He said it was an unsustainable position and he was referring to it as the single highest risk in the Force's Risk Register, the FMS and the Annual Governance Statement. He added it was also being raised nationally by the NPCC in its work on the challenges to policing UK and the support required from Government. Acknowledging the PCC's support and lobbying on behalf of the Force, the CC stated the Funding Formula had to change, whatever decisions were made on the overall budget.
- The CC said the Force was grateful for the PCC's support through his precepting powers, but he would be discussing the issue with the new MPs after the General Election and would appreciate the PCC's support.
- Irrespective of who won the General Election, the PCC said he would carry on lobbying for changes to the Funding Formula. He said he grew less and less optimistic that anyone would change it, but would continue making the case.
- Noting there was recognition of the great work by OH in the People paper, the CE said he would also like to thank those staff who contributed discretionary effort around areas such as the Men's Forum, KNOW and Menopause Action Group. He said it never disappointed him to see staff looking out for each other and sharing their own experiences to help others. Thanking the CE, the CC said he would make sure his comments were passed on.

7. Topical issues & Update on Significant Operational Matters

- The CC stated there was nothing, advising that he kept the PCC regularly updated via their weekly meeting.

In closing, the PCC thanked the CC and DCC for the reports and their teams for producing them. He also thanked his team for their support with the technology.

	Status	Owner	Due date
Provide a briefing on the reduction in DA	Open	Force	02/10/2024
Provide a briefing on Right Care Right Person progress	Open	Force	02/10/2024
Provide an update on the Firearms Licensing audit	Open	Force	02/10/2024
Provide a copy of the deep dive report on officer leavers	Open	Force	02/10/2024

Date of next Performance and Delivery Board: 2 October 2024