

Meeting Notes

- Title:** Performance and Delivery Board
- Date & time:** Wednesday 7 June 2023
- Venue:** County 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)
 - Ian Drysdale - Deputy Chief Officer (DCO)

1. Welcome & Introduction

- Welcoming the CC and his team, the PCC expressed his thanks for the meeting papers.
- The PCC also welcomed any members of the public watching the meeting live online.

2. Notes of Previous Meeting – 15 March 2023

- The notes were agreed as a true and accurate record and the following two actions discharged:
 - Provide a detailed and bespoke presentation on the work of the Prevent & Protect Team - visit to Prevent & Protect Team added to PCC's October schedule of Force visits.
 - Provide a specific briefing around combatting serious violence and the work of the VRU - visit to VRU added to PCC's October schedule of Force visits.

3. Public contact

- The PCC advised there would be a slightly different running order, with the focus to begin with on public contact in its widest sense. He thanked the CC for the specific paper and said it showed progress on a number of fronts.
- Introducing the paper, the CC said the metrics and data underlined the significant demands on the Force particularly in relation to the FCR, but also showed some sustained improvement which was pleasing to see.
Force Crime and Incident Response
- The DCC stated public contact was an area of business under significant pressure across the country. He said regionally and nationally partners were reporting a similar phenomenon in terms of increased public contact, particularly through digital channels and the 999 system. He added forces were experiencing seasonal peaks which were becoming increasingly unpredictable and putting additional pressure on the system.
- Noting a high number of 999 calls and stable performance, the DCC advised it was a priority that was closely monitored. He said the aspiration was to have no more than 2% attrition (i.e. calls unanswered), and in 2022/23 the figure was 1.28%, a slight increase on the previous year.
- The DCC reported the additional resource and focus put into the FCR since October had stabilised some indicators, but the prioritisation of 999 calls had also put pressure on other parts of the system.
- Nationally, he said performance was monitored by the Beating Crime Plan with a set benchmark for answering 999 calls within 10 seconds. In the last six months, he reported a sustained step change which had seen the Force improve from answering 68% to over 75% of 999 calls within 10 seconds.
- In terms of 101 non-emergency calls, the DCC again highlighted the considerable pressure on the system with a high number of contacts and increased attrition over the summer months. Reporting a marked improvement, he said the Force had re-stabilised at around 10% attrition over the last couple of months. He said it was about getting the staffing levels right, the flexibility of the resourcing model to be able to match demand and process issues, such as using the automated voice recording to direct enquiries appropriately.

- Noting digital contact was the real growth area, he said the data showed how well used the channels had become. Advising it was nice to see, he stated the Force needed to ensure the online experience and service was as good as that provided by an operator.
- In terms of online crime reporting, he stated they were triaged for threat, risk and harm by the Investigation Management Unit and so it was as robust and swift as when somebody phoned in.
- Noting Covid was the catalyst for investment in Live Chat, he said people were increasingly using it to seek advice and for routing to the appropriate channel as it was available 24/7. Based on feedback, he reported 90% of users indicated they would be willing to use the service again and 94% had found the service helpful.
- The DCC advised the IMU was a seasonal area of business. Reporting a decrease in recorded crime over the last financial year, he noted this was largely a consequence of work around the recording of coercive and controlling behaviour and stalking and harassment. He said whilst the Force still responded from a safeguarding perspective, it had been found that reports did not always reach the threshold necessary for a crime to be recorded.
- Looking to the future, he stated the improvements in 999 and 101 call handling needed to be consolidated through a new operating model and that work was ongoing. He reported the 35 police officers posted into the FCR had played a huge role in stabilising performance; recruitment had increased in a challenging employment market; and the most recent quarter had seen much reduced attrition and staff turnover. Noting the Force was training a pool of officers to provide flexible capacity to respond to future demand peaks, he said whilst that work was ongoing he anticipated the future operating model would incorporate police officers.
- Recognising they remained a channel of choice for some individuals, the DCC reported the recruitment of new Public Enquiry Officers to increase the opening hours and services provided through front counters.
- In terms of the capacity and capability of frontline response teams, he reported that in April 2022 the Force had 808 officers in dedicated response roles and there were now over 1,100. He explained that through the Resourcing Panel the Force monitored where there was high turnover or could be future issues and re-directed both new and more experienced resources to ensure resilience. He said it was about both numbers and skills so they could complement and protect the new NH Policing Model which went live today. He added the Force was not expecting neighbourhood officers to be extracted from their core role to pick up response activity which was an experience of the past.
- Whilst the Force still needed to sign up more members to My Community Voice, the DCC stated it was a good resource to both identify local priorities and respond to them.
- With regards to crime data integrity, he said audit processes ensured a resilient approach, adding it had always been important to the Force that when a victim made contact, they were believed and received an effective response. He said based on the Force having the highest level of crime data integrity currently recorded, it had a strong voice in the Productivity Review and development of the Home Office Counting Rules. He added it would pay dividends, not just for Kent but more widely as standards of recording reached greater levels of consistency.
- The CC stated the Force had to find better ways of dealing with public contact demand through technology and resourcing. Referring to the PCC's scrutiny of 101 performance, he stated the Force was now in a good place; he said it was important to keep attrition below 10% and whilst he would like zero, he had to accept there were peaks in demand that could not be anticipated. Acknowledging police officers in the FCR was an area of contention, he said it had worked in the past and there was also a need to cater for officers requiring adjustments.
- Noting performance in the last six months had been excellent, the PCC welcomed the efforts made to reduce 101 waiting times and paid tribute to all the officers and staff in the FCR. Welcoming the increase in Response Officers, he said it was a significant investment in a crucial function that had not been seen for some time.
- In terms of FCR performance, the PCC said he was keen to understand how the Force planned to hold on to the gains achieved in the longer term. The DCC said key aspects were:
 - recruitment and staffing - he explained that for a period the challenging employment market meant the Force was falling well short of its recruitment ambitions, but the last few intakes had been at capacity.
 - understanding and addressing demand – he said the Force was looking at new technology, including exploring the future of Rapid Video Response and how it might respond virtually.
 - workload and staff support – he reported that being up to establishment within the FCR had transformed the working environment with staff turnover now consistently lower. He said this indicated staff were choosing to stay, creating a performance dividend and making workloads easier to manage.
 - sustainable operating model – he stated benefits from the recovery work would be consolidated into a new operating model being developed by the Change Team. This included work around Right Care Right person, but also new technology, management of demand and routing people to the appropriate agency. Noting officers could play an important role within the FCR, he added that within six months he anticipated the FCR would move to a new location with a more sustainable new operating model.
- The CC said both 101 performance and FCR recruitment were subject to weekly reporting and this would continue until he was satisfied there was stability. Stating the Force took its eye off recruitment and it took a while to recover, he added he was determined not to be in that position again.
- With regards to the NH Policing Model, the PCC acknowledged there were some good examples of officers communicating with the public around their appointment as Beat Officers but said he was keen to understand how the Force planned to communicate with headteachers, particularly around the Child Centred Policing Team. The DCC advised there was a communication plan at both Force and Divisional/District level. He said a letter had been sent to headteachers describing how the Force would work with schools which had been followed up with direct engagement

through relevant forums. He said with Beat Officers, supported by Problem Solving Taskforces, underpinned by prevention and early intervention through officers and PCSOs, it was a good opportunity to work closely with schools. The PCC noted it would be a transition and not big bang implementation and the DCC agreed.

Freedom of Information Requests

- Noting it continued to be a growth industry, the DCC reported 1,623 requests were received last financial year with a compliance rate of 75%. He advised there were a number of reasons the Force might not be able to respond, but typically it was because the request was not clear enough or could not be managed within a reasonable timescale - 18 hours being the ceiling. He added it was good performance and the Force benchmarked well nationally.

Subject Access Requests

- The DCC reported a significant increase in requests over the last four years advising a recovery plan was in place which had seen additional staff placed in the unit, resulting in a reduction in the backlog. Noting the backlog had reduced by 32%, he stated there was still high demand and pressure on the team as the redaction process was very labour intensive; as a result, he said the Force was looking at opportunities new technology might present.

Complaints

- The DCC advised the data showed a steady picture in terms of complaints received and nature, with the average time to finalisation being 91 working days compared to a national average of 130 days and a Most Similar Force average of 118 days. He stated the Force was pleased with performance.

Vetting

- The DCC stated there was huge pressure on the vetting environment, as well as a great deal of public interest and scrutiny. He reported that in 2022/23, it took the Force an average of 98 days to process an application, adding the requirements around the Police Uplift Programme (PUP) had created additional pressures.
- Advising the Force had put more people into the team which had started to reduce processing times, he stated there was still a lot of pressure. Looking to the future, he explained new draft Codes of Practice would require a further review of local processes and staffing to ensure they were fit for purpose.

Firearms Licensing

- The DCC stated Kent was responsible for approximately 26,000 certificate holders, accounting for 72,000 firearms. He said it had been a challenging year as the Force adjusted to new legislation and new draft Authorised Professional Practice, much of which emanated from the Plymouth Enquiry and the Coroner's Regulation 28 Notice.
- In terms of performance, he said regardless of the additional demands it was a positive picture with renewals taking on average 44 days. Advising the biggest challenge was new applications where the waiting time was 42 weeks, he said it was below the national average with many forces taking over a year. He noted the internal Inspectorate were due to conduct an audit to ensure compliance with the requirements of the Regulation 28 Notice.
- The DCC said the issuing of temporary permits was normal practice as it provided a buffer enabling the Force to conduct necessary checks whilst ensuring people were not holding firearms with expired certificates.
- In summary, the DCC said whilst it had been a challenging year with high demand across all contact areas, it was a stable picture due to ongoing vigilance and investment in areas that would continue to be monitored.
- Noting the increased focus on standards and discipline within policing, the PCC sought an assurance that PSD had the appropriate resources to effectively manage complaint investigations. Confirming it did, the DCC advised there were currently 79 officers and staff with a huge amount of credibility and experience. However, he noted there was pressure on the team with a 35% increase in live conduct investigations in the last 12 months, leading to almost a 100% increase in misconduct meetings and hearings. He also commented that the Counter Corruption Unit was seeing increased reporting which whilst important, would result in more work. Noting the Force had just advertised for additional PSD officers, he said more substantive work was being led by the Change Team looking at the team structure, new practices and new technology.
- With regards to firearms licensing, the PCC asked if the requirement around GP reporting had impacted on renewals (i.e. led to a decrease in applications), and when an individual did not renew their application, what steps were taken to ensure they no longer had access to a firearm. Advising the GP requirement had not resulted in a reduction, the DCC said it had been a requirement for some time but occasionally lead to delay. He explained there was a well rehearsed process where notification was sent to licence holders three months and a month in advance to remind them ahead of the expiry date, adding the Force also had the ability to issue a temporary licence for up to 28 days. He said there were also robust processes in place to ensure people were not in possession of firearms unlawfully.
- Thanking the DCC for the paper, the PCC said he was pleased with the progress being made on multiple fronts in what was a challenging area of business and expressed his thanks to those officers and staff servicing public demand.

4. Making Kent Safer Plan: Delivery & Performance

- In light of the previous item, the CC said he would not go in to as much detail as normal to manage the time.
Work with residents, communities and businesses to prevent crime and anti-social behaviour
- In terms of victim based crime and ASB, the CC said the decreasing trend seen in previous periods had continued. Noting the only ASB bucking the trend was motor vehicle nuisance on a road, he advised it was an area the Force needed to think about more and questioned whether the strategy required a refresh.
- He reported that burglary offences, violent crime and robbery continued to show reductions. Referring to the work of the Violence Reduction Unit, he said there were reductions in serious violent crime of up to 13% in hotspot areas.
- The CC reported that across all categories the charge rate and solve rate had increased.

Tackle violence against women and girls

- Highlighting the pilot looking at intelligence and the risk factors around DA – Intelligence Lead Assessment Service – the CC said the Force was working closely with Essex and offered to provide the results to the PCC in due course.
- In terms of rape offences, he advised there had been an increase in the 3 month period but said it was being prioritised. Noting it was an extremely challenging area for many reasons, he said the charge rate remained stubbornly low and had his personal attention; he added it was a focus for the Force with work underway including Op Soteria.
- With regards to the Force Control Strategy for 2023/24, the PCC asked if any changes had been made which the CC wished to highlight. Whilst satisfied it reflected the risks and demands faced by the Force and prioritised business in the right areas, the CC reported that rural crime had been added as historically it had been a challenge and there were obvious intelligence gaps. He said adding rural crime would bring with it the focus of all staff increasing intelligence and it would also enable identification of unique and impactful crimes, such as attacks on businesses and theft of GPS systems. As for the response, he reported an increase in officers working specifically in rural areas and highlighted the fact that the NH Policing Model was ward based, so effectively there were now Rural Beat Officers.
- Thanking the CC and welcoming the inclusion of rural crime, the PCC said stakeholders would appreciate the focus.
- With regards to the Shopkind week of action, the PCC requested an update on local activity. Noting it was an area the Force could not neglect and needed to have a response to, the CC agreed to provide an update outside the meeting, adding that whilst successful the real challenge was how to mainstream into daily business.
- Noting the outlier in terms of ASB was motor vehicle nuisance which was an issue across the county, the PCC asked if the Force was able to make it a focus in the months ahead. The DCC advised there were a host of tactics that could be employed but it needed to be addressed in partnership. He stated the PCC could expect it to be a priority, with the Force looking at recurring frequent locations from an enforcement perspective and having high expectations of partners in terms of target hardening. He said in his experience the best remedy was to take enforcement action and quickly follow it up with target hardening, including making access more difficult, and ensuring monitoring and vigilance to prevent and respond to future events. He advised it was a problem solving opportunity where the Force could use new techniques and technology.
- Welcoming the Force's response, the PCC also highlighted the Community Trigger and ASB Case Review.
- Noting how important it was for VAWG to be in the Control Strategy, the PCC asked for an update on action being taken by partner agencies to help improve the response to rape, and their contribution to better victim support. The CC advised the Force was part of the Kent and Medway DA and Sexual Abuse Executive Group whose new strategy had a focus on women and girls. Noting a Needs Assessment was underway, he said he hoped it would give the Force a good picture of where the gaps were. He stated support for victims of both DA and SA was increasingly becoming a partnership endeavour, and that embedding a proper trauma informed approach with shared risk assessments was vital to identifying the most vulnerable. Thanking the CC, the PCC said he would also pursue matters through the KCJB.

Protect people from exploitation and abuse

- Highlighting DA and VAP performance the CC said they continued to decrease with both also seeing increased charged and solved rates.
- Noting there were a couple of specific incidents at paragraph 5.4 that evidenced good work around safeguarding individuals, the CC advised he would not pick out anything further from the paper.
- Highlighting the plan to create an Organised Immigration Team, the PCC asked how the Force would collaborate with those agencies who usually lead on immigration matters. The CC stated the Force would continue to build on the existing strong partnerships. Noting two SCD Intelligence Officers were embedded within the Multi-Agency Hub located in Folkestone, he said putting practitioners and leaders together worked well. He added once the Team was established, they would be based alongside the Multi Agency Hub with intelligence predominantly coming via the Hub.
- The PCC noted the Force did not receive a contribution towards officer costs from Op Barham despite recovering significant amounts of outstanding civil penalties from hauliers known to be involved in illegal migration. The CC stated there was currently no agreement in place around the proceeds of the fines being disseminated directly to policing. Advising that since the inception of Op Barham £1.1m of fines had been issued, he said nationally the lead for modern slavery and organised immigration crime had engaged with Government but the PCC's support would be helpful. The PCC said he would be happy to raise with Government again, adding if calculated on the same basis as POCA it would have generated circa £190k for local policing.
- Referring to changes in crime recording, notably the non-recording of minor public order offences where no victim was identified or when the police turn up, there was nothing to see – the PCC said the previous Victims Commissioner had raised concerns around incidents linked to DA and Stalking potentially not being recorded and asked about the safeguards put in place to ensure pre-cursor events were recorded. The CC stated S5 of the Public Order Act had been de-notified as a crime, but police still had the same powers. He advised the Force had analysed S5 offences in 2022/23, and out of 1,300 three were DA, so it was a small proportion. He added if reported today, they would be captured as DA non-crime incidents and identifiable in terms of offending behaviour.

Combat organised crime and county lines

- In brief, the CC said it was an improving performance picture around the number of disruptions, as well as the reduction in harm scores.
- Similarly, in terms of the County Lines and Gangs Team, he reported a reducing number of county lines and scores which whilst the Force was not complacent about, clearly meant less harm to the public. He said there were examples

in the paper of not just offenders and line holders being arrested, charged for serious offences and sent to prison, but also of young and vulnerable people being rescued and protected.

- Noting the number of active county lines fluctuated each month, the PCC commended the work and said it was good to see it consistently below half the number a few years ago. He also acknowledged the Organised Crime Teams efforts to secure justice, adding it was disappointing to see a court giving someone a community service order for possession of an offensive weapon.

Be visible and responsive to the needs of communities

- The CC advised the paper included a detailed brief on unauthorised encampments, adding the Force recognised the impact they could have on local communities. He stated the response was a balance with local authorities, and referred to changes in legislation which were now incorporated into Force policy. Importantly, he said it was an area where he was clear the law was there for police use, but it had to be used appropriately. Noting the guidance made clear local authorities had the lead role with police taking action in certain circumstances, he advised District colleagues were working closely with local authorities to respond to such incidents.
- Noting the presence of unlawful encampments was a concern for local communities and the Force, the PCC asked if there was any consistent national guidance from the NPCC so communities were aware of the policing blueprint. Confirming there was, the CC advised on 1 June 2022 the Force updated its policy for officers on how to deal with incidents in accordance with NPCC guidance but the legislation had now changed.
- Noting that where the Force was using the new powers communication was key, the PCC asked how it would ensure messaging with communities was consistent so there was a clear understanding of when the powers could/could not be used and who the lead agency was. Confirming the Force was already trying to do this, the CC said he also recognised it was a complex area of law which often needed discussion with partners. Advising officers and staff knew their powers and when to use them, he commented that communication with the public was more challenging. He added most incidents could be resolved by working in partnership with the local authority and individuals concerned.
- Advising he was glad it was being communicated so there was consistency in its application, the PCC said it would be good later in the year to get an update on the impact and application of the changes. Agreeing to the request, the CC said the legislation seemed to be very static for long periods of time before going through lots of changes very quickly, so the Force had to be fleet of foot with the training of staff.
- Noting the end of Volunteers Week was approaching, the PCC expressed his thanks to the Special Constabulary, Neighbourhood Watch, Community Policing Volunteers, and Community Speedwatch.

Prevent road danger and support Vision Zero

- Commenting that people often thought about policing as being about crime and investigation, the CC said this was an area that had a hugely damaging impact on individuals and their families/friends and so would always have a strong Force focus.
- Reporting a 50% reduction in road deaths February to April 2023 compared to the same period in 2022, he said whilst a reduction, as per Vision Zero the Force would strive to make it zero if it could.

Protect young people and provide opportunities

- Noting it was an important area of work, the CC stated the Cadet programme continued to go from strength to strength.
- Expressing his thanks to the Collision Investigation Unit, the PCC said it was a difficult area of business, one where the Force placed a lot of emphasis on welfare and support due to its traumatic nature and he wished to pay tribute to those doing their absolute best to secure appropriate justice.
- The PCC also welcomed the Force's efforts to support Vision Zero and referred to feedback from other agencies on how proactive it was being which he said was good to hear.
- Noting he had missed Police Cadets when referring to Volunteers Week, the PCC thanked those involved including the officers and staff who volunteered their time to run and support the programme. He added it was good to see the Child Centred Policing team taking on the work of the Mini-Cadet programme going forwards.

Actions

- **Force: Provide the ILAS DA risk identification pilot results to the PCC in due course.**
- **Force: Following the Shopkind week of action, provide a summary of local activity outside the meeting.**
- **Force: With regards to unauthorised encampments and the new legislation, provide an update on the impact and application of the changes later in the year.**

5. Inspections, Audits & Reviews

- In terms of activity, the DCC advised there had been two publications by HMICFRS:
 - An inspection of how well the police tackle serious youth violence – Kent was not one of those inspected, but resulted in four recommendations, two of which were for CCs; being progressed by the Head of Partnerships Command with oversight by the Force Investment and Development Board.
 - An inspection of how well the police and National Crime Agency tackle the online sexual abuse and exploitation of children – the findings mirrored the Force's Management Statement, highlighting potential growth in the area and likely system pressure in the future. There were 17 recommendations, 10 for CCs; being progressed by the Head of Protecting Vulnerable People with a focus also on the work of POLIT which was currently recruiting a cohort of officers to increase capacity as well as investing in new technology.

- Noting the Force had reached the end of the reporting period for its last PEEL inspection, the DCC advised that the CC had held an extraordinary Oversight Board where the majority of the AFIs had been fully signed off. He said there were a few still in progress, but they had now been incorporated into HMICFRS' most recent period of assessment.
- The DCC stated the Force was informed in December that its assessment period for PEEL 2022/23 had commenced. He advised HMICFRS delivered its strategic briefing on Monday which showed good progress against the AFIs, adding that most pleasing was the results from the Victims Service Assessment which showed clear improvements on the last inspection, particularly in the standard of investigations, standard of supervision and support provided to vulnerable victims. He added there was no complacency as there was more work to do as the Force responded to increasing demand and the model adapted to having brilliant people, with a high level of inexperience on the frontline.
- The DCO stated some internal audits were delayed last year and so continued to be worked on this financial year.
- Of the 13 audits this year, he advised five reports had been issued and a further four were still in draft; he said some were for good reasons, but others just needed to be pushed on and converted to final reports. He added a further two were in fieldwork and another two in planning.
- To date, the Force had received one high recommendation, 5 medium and 14 low. The one high related to health and safety and the DCO gave an assurance it had been addressed.
- With regards to governance of internal audit, the DCO advised it was via the PCC and CC CFOs, the Force Management Board and the Joint Audit Committee (JAC).
- In terms of external audit, the DCO reported there were no adjustments to either the CC or Group Accounts and they were published ahead of time. He added that despite anticipating some scheduling issues in the 2023/24 process, the accounts would still be published in a reasonable timescale.
- Whilst accepting it was probably not the case in Kent, the PCC noted HMICFRS had raised concerns around Forces not being helpful with some of their data returns and sought an assurance that everything was being provided in a proportionate and timely manner. Confirming it was, the CC advised the Force had double checked its reporting mechanisms through the Force Liaison Lead and was completely compliant with everything required by HMICFRS.

6. People

- Noting this was the first meeting following the conclusion of the Government's three year PUP, the DCO reported that Kent's allocation of 489 officers had been exceeded, taking the establishment to 4,144.90. He said 1,292 officers joined between 1 April 2020 and 31 March 2023, with 584 joining in 2022/23. With an average of 36 new joiners every month, he said it had been intense for those teams servicing the requirement.
- He advised the 1,292 new officers represented 40% of the Force's entire PC establishment, adding with that level of experience it had been important to phase the introduction of the NH Policing Model accordingly.
- The Force's actual strength at 31 March 2023 was 4,148.59 with a headcount of 4,261 - taking into account part-time officers, those on secondment and so on - 43 over the PUP allocation of 4,218.
- The DCO reported the headcount requirement for 2023/24 was plus five or 4,223 which would be subject to audit in September 2023 and March 2024 to ensure the Force retained sufficient numbers to draw down Grant funding.
- He said the Force was currently aiming to recruit 290 officers in 2022/23, but that was subject to ongoing monitoring of attrition which was currently quite variable. He advised there were four planned intakes, with the first in July.
- There was a strong recruitment pipeline through the different entry routes - PEQF, IDLP, Returners, Re-joiners and Transferees – as well as the new educational Level 5 route being developed by the College of Policing. He noted the IDLP package would disappear in March 2024, subject to any changes outside the Force's control.
- The DCO reported the current ethnic representation of the Force was 3.8% (160) and female 35.6% (1,456). He added officer applications from ethnic minorities increased from 8.78% in 2019/20 to 12.97% in 2022/23 and female applications from 33.1% to 39.4%.
- In terms of absence, the DCO reported that at the end of 2022/23 officers was stable compared to the previous year, staff decreased and PCSO's understandably increased during what was a difficult year.
- The DCO advised that at the briefing on Monday HMICRS commented how pleased they were to see 11% of the Force's Management Statement dedicated to wellbeing.
- The DCO stated the final version of the Police Race Action Plan had been delayed until the end of the year. Commenting that it did not make a great deal of difference to the Force, he advised the four workstreams with 41 actions were already being addressed, with 33 actions progressing significantly and 8 requiring national support. He added the Force was getting on with the actions and doing everything possible to advance them at pace.
- Noting a CC chaired forum had been created for the 10 support group chairs to help understand their ambitions, the DCO advised it would complement a similar new group for Culture Board chairs to engage with the CC.
- Noting there appeared to be a gap between the percentage of ethnic minority applications (12.97%) and the number who joined (5.14%) last year, the PCC asked about work to understand the disparity and the common stages at which applicants dropped out the process. The DCO confirmed work was ongoing but noted 83% of stages in the recruitment process were externally owned and mandated, including the interview questions which were set by the College of Policing. He stated the Force's efforts were directed at the 17% that was in its control as the national elements, including sift, medical and vetting where most candidates were lost. However, he said the Force worked hard in terms of positive action to support those candidates who were unsuccessful so they understood why and how the Force could help them in the future. Thanking the DCO, the PCC said once the work had been completed it would be good to understand in its totality.

7. Finance

- The DCO reported the capital budget for last year was £39.9m with a spend of £26.8m. He said it was not unusual for the budget to be underspent and the Force considered it more of an ongoing budget rather than discrete for each year. He advised the underspend was not down to poor management, but due to delayed expenditure where the work or goods had not been received in time and the money was being withheld.
- He said some scheduling of works, for instance around cars, building materials and labour was currently quite awkward in terms of guaranteeing they would run to time. Giving an assurance capital programme initiatives were continuing, he said if they transcended from one year to the next it was not necessarily a bad thing as paying quickly for services not received or to the expected standard was not the right solution. Noting the money was not lost as it rolled over, he said the Force would ensure it was spent for the purposes that it was allocated.
- The DCO reported a marginal underspend of £3.3m in last year's revenue budget of £373.2m, representing 0.9% of the total budget. Advising most would go into Reserves, he said some could be used to offset an increased pay award, explaining the Force had budgeted 2.5% but beyond that there was no provision other than through savings.
- In terms of challenges going forwards, the DCO highlighted the pay award, inflation, major unforeseen operational events and unavoidable growth throughout the course of the year. He said there was a savings plan in place to counter some of the risks and threats to the financial position.
- The DCO reported that 38 officers left the Force in April, 21 in May, 17 in June and 29 in July, adding it was fluctuating and not the balanced profile seen in previous years. He said attrition was an important factor for HR and financially as the difference between the salary of an individual leaving and a new starter enabled the Force to offset some saving's pressures. Whilst it was not something that could be relied on as in previous years, he noted it had no material disadvantage to the Force and financially was beneficial.
- He said this year the Force would be audited in September and March to ensure it was within a certain percentage of the PUP figure, therefore the opportunity to make any non-damaging savings was reduced.
- The PCC expressed his thanks to the Finance Team for their work in closing last year's Accounts and the progress made in drafting the 2022/23 Accounts. He also thanked the JAC for its support.

8. Topical Issues & Update on Significant Operational Matters

- Noting the PCC had been well briefed on the NH Policing Model and would be kept updated following its launch, the CC advised he had no other matters he wished to raise.

In closing, the PCC thanked the CC and his team for their presentations and for answering questions. He also thanked his team for their support with the technology and those who had joined the meeting online, advising that details of the next meeting would be published on the OPCC website.

	Status	Owner	Due date
Provide the ILAS DA risk identification pilot results to the PCC	Open	Force	13/09/2023
Following the Shopkind week of action, provide a summary of local activity	Open	Force	13/09/2023
With regards to unauthorised encampments and the new legislation, provide an update on the impact and application of the changes	Open	Force	29/11/2023

Date of next Performance and Delivery Board: 13 September 2023