

Meeting Notes

Title:	Performance and Delivery Board
Date & time:	Wednesday 13 September 2023
Venue:	County Room, Sutton Road, Maidstone (also broadcast via Microsoft Teams Live)
Attendees:	Office of the Kent Police and Crime Commissioner: <ul style="list-style-type: none">Matthew Scott - Police and Crime Commissioner (PCC)Adrian Harper - Chief Executive (CE) Kent Police: <ul style="list-style-type: none">Tim Smith - Chief Constable (CC)Ian Drysdale - Deputy Chief Officer (DCO)
Apologies	Rob Phillips - PCC's Chief Finance Officer Peter Ayling - Deputy Chief Constable

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 – 7 June 2023

- The notes were agreed as a true and accurate record and the following three actions discharged:
 - With regards to unauthorised encampments and the new legislation, provide an update on the impact and application of the changes later in the year (i.e. if the definition of significant disruption hasn't enabled the Force to act, would be good to understand as law may need to be changed) – will be covered as part of specific item on Rural Crime at 29 November meeting.
 - Provide the ILAS (Intelligence Lead Assessment Service) DA risk identification pilot results to the PCC in due course – interim update received; final results to be provided when pilot ends in Spring 2024.
 - Following the Shopkind week of action, provide a summary of local activity outside the meeting – national campaign summary received with thanks.

3. Review of Terms of Reference

- Advising his office had made some amends via Track Changes which had been shared prior to the meeting, the PCC asked if the CC had any comments or issues he wished to raise.
- The CC stated he did not and the Terms of Reference were therefore approved with a review period of one year.

4. Making Kent Safer Plan: Delivery & Performance

Work with residents, communities and businesses to prevent crime and anti-social behaviour

- Highlighting a continued reduction in victim-based crime, the CC said shoplifting was responsible for some of the increase seen in July.
- The CC stated the solved rate was 9.2%, an increase of 1.1% or 420 more charges compared to last year, adding that there was a much greater focus on outcomes.
- Advising incidents of motor vehicle nuisance had increased, the CC said there would be a renewed focus but noted a distinction between noise nuisance and vehicles being driven dangerously. With regards to the increase in rowdy or nuisance gatherings in public, he said there had been a lot of enforcement through the Safer Summer campaign.
- The CC said the Force continued to work in partnership to reduce business crime through the Business Crime Reduction Partnerships (BCRPs) and the Business Crime Advisory Group.
- Noting a reduction in burglary residential and business, violent crime and robbery, he said it was equally important there was no reduction in enforcement or the prosecution of offenders. In terms of violent crime, the CC highlighted the proportion of offenders charged had increased from 5.3% to 6.6%, and for robbery from 7.8% to 12.0%. He said he was convinced the Force was getting better in terms of outcome rates, but there was no room for complacency.

- Noting the attention it was receiving, the PCC asked about the Force's response to retail crime and how it ensured investigations were progressed appropriately. Stating the Force would always support businesses, the CC reported a decrease in recorded shoplifting offences in 2022 compared to 2019 (to exclude the Covid period). He said more importantly the charge rate in 2019 was under 15% compared to 19.8% in 2022, and over 20% for the year to date which equated to more than 1,700 charges and was above the Most Similar Group average of 17%. He stated shoplifting would be a focus of attention through the new Neighbourhood Policing Model, adding he was hopeful the Force would increasingly work with the BCRPs to identify hotspot areas and those offenders causing the most harm. He advised the joint Kent and Essex Serious Crime Directorate (SCD) had identified offending linked to an Organised Crime Group (OCG) and work was underway to incapacitate it.
- Thanking the CC, the PCC paid tribute to the Force and particularly the Best Bar None scheme which had recently received a national award.
- The PCC asked about the overall trend in charge rates and case file quality. The CC stated it was positive in terms of direction of travel with the all crime charge rate standing at 7.4% compared to 6.3% in April 2021, with a similar pattern for victim based crime. He said importantly the volume of charges had also increased from 898 in April 2021 to 1,082 in August 2022, adding it was a 20% increase with a similar 28% increase for victim-based crime (613 to 787). Noting the PCC was chair of the Kent Criminal Justice Board, the CC stated the Force was maintaining strong performance with regards to case file quality measures and was above the national average. By way of example, he reported Kent's 2014/15 benchmark rate for guilty plea at first hearing was 65.2%; as at June 2023 it was 71.6% with a national average of 67.7%. The CC offered to provide the PCC with further data on case file quality outside of the meeting, adding that overall he was pleased with the where the Force was in terms of file quality.
- The PCC congratulated the Force on the improvements to the charge rate and case file quality. With regards to investigations, he asked if the Force was able to meet the Operation Soteria guideline that rape and sexual offences should be investigated by PIP accredited detectives. The CC reported the Force had a detective establishment of 532 with a strength below that, but also had 277 officers on the pathway who had passed the requisite exam and a further 103 awaiting approval to become accredited. In terms of Op Soteria, he said the Force was 20 under the 114 accredited detectives required and whilst there were staff in post, they were on the detective pathway. For those on the pathway, he said each investigation was overseen by a Detective Sergeant and Detective Inspector who were fully accredited. He advised the Force was subject to inspection and as one of the expansion forces continued to work on a robust Op Soteria plan to ensure all staff investigating adult rape were accredited detectives.

Tackle violence against women and girls

- The CC reported a reduction in rape offences of 78 for the period and a similar pattern for sexual offences. With regards to the charge rate he reported continued improvement, with rape increasing from 4.3% to 7.6% and sexual offences from 4.3% to 8.3%. Commenting there was more to do, he said the Force would continue to work closely with the CPS and this would be picked up through the Op Soteria plans.
- In terms of Op Soteria, the PCC asked what the impact had been locally and whether the implementation had identified any areas of improvement. The CC stated the Force had not fully implemented Op Soteria yet and there was a lot of work to do over the next year, adding HMICFRS would review and report on progress. The Force was one of 14 expansion forces and a self-assessment had been returned to the national team which had identified a few areas to be looked at around:
 - the structure and leadership of adult rape investigations;
 - whether the Sexual Offences Liaison Officer model was right or other models should be considered;
 - an expectation the CC continue to try and influence the cultural change in attitude towards investigating VAWG, and particularly the investigation of rape offences internally and in other organisations;
 - a need to refer more victims to ISVAs and other commissioned services which the CC said the Force was doing, noting that in the last four months the number of referrals had doubled.

The CC said there were a lot of areas under Op Soteria the Force needed to implement and improve, but the large structural changes around the investigation team was the main task.

- The PCC asked about feedback from the VAWG Walk and Talk events and whether there were plans to replicate the evening events run in 2021. The CC said the Force recognised the value of holding events during the hours of darkness because it provided an opportunity to identify where environmental improvements could make a difference. Advising they would continue, he reported that over the last 12 months the Force had conducted 35 events, with over 55 partners involved and members of the public, adding the Force would review how those in the hours of darkness were conducted. At some events he said the focus was on what the Force was doing internally which was beneficial as it provided an opportunity to outline action to address misogyny and sometimes criminality by officers/staff.
- Commenting on the Best Bar None Scheme, the CC said it had been very successful and he would like to get to the position where all night-time economy venues in the county were signed up to and it became a statutory position.
- Whilst the increase in referrals to ISVAs was positive, the CE said they were in short supply and so from an OPCC commissioning perspective it needed to be monitored and the impact understood. Whilst commenting that the Force was linked in to partners through the Op Soteria plan, the CC agreed advising it was anticipated more victims would be referred not just to ISVAs but other support services as the Force adopted the full model.

Protect people from exploitation and abuse

- Stating domestic abuse (DA) was a key part of the Force's VAWG Strategy, the CC reported a decrease in incidents of 14.9% over the period and an improving charge rate from 5.4% in 2022 to 7.5% as well as solved rate.

- The CC reported the DA Hub and use of Rapid Video Response continued to show success in terms of outcomes for victims and was also being taken up nationally. The Force had also secured some funding from the Home Office to roll out the DA Matters training to those frontline staff who were likely to come into contact with DA victims.
- The CC explained there was also joint training between the Protecting Vulnerable People command and the CPS, giving over 200 officers, staff and lawyers enhanced knowledge about DA and stalking aimed at improving the response, case file quality and court outcomes. He added the capacity in the justice system, and particularly the courts, continued to be a challenge.
- Whilst the Force was good at Stalking Prevention Orders, the CC acknowledged that performance around issuing Domestic Violence Prevention Notices fluctuated. He said the new bail rules were being looked at closely because some of the fluctuation may be associated with them.
- In terms of VAP, the CC reported a continued reduction in offences and increased charge rate from 5.4% to 6.4%, with the volume of suspects arrested and interviewed also increasing.
- With regards to organised immigration crime, the CC advised referrals into the National Referral Mechanism remained consistent. Whilst the number of suspects interviewed and charged was low, he said it was an area every force struggled with but was not reflective of the work undertaken as very often there were charged for other offences.
- In terms of DA, the PCC asked about the Force's communication to promote reporting and reassure victims the matter continued to be taken seriously. The CC personally urged anyone who was suffering DA to report it and access help, adding if they lacked the confidence to report to the police at least report to someone so they could get support. Stating the Force was very proactive in taking advantage of all media opportunities, he advised the central Protecting Vulnerable People command worked with Corporate Communications to ensure a constant use of all platforms to positively support victims of DA and stalking. Noting there was more work to do, he said the Force was liaising with the OPCC around a new DA campaign, adding it was an area where legislative changes had enabled a wider range of behaviours to be considered an offence and the Force was slightly out of date in terms of promoting that.
- Noting in the report that specific funding was being provided to Divisions to increase the capacity of Vulnerability Investigation Teams (VITs), the PCC asked where that capacity was likely to come from. The CC stated the current staffing position was that each of the teams was either at, or over Establishment but there was a need to increase the skill level and number of detectives in some. In terms of where the capacity would come from, he said the first place new recruits worked was Local Policing before moving into other specialist teams such as VITs.
- In terms of the Organised Immigration Crime Team, the PCC asked about the timeline for implementation. Whilst advising it was still a work in progress, the CC said the DS and DI posts would be filled by the end of 2023. He noted they would work closely with the other Serious and Organised Crime teams, with the DS and DI in each team having specific areas of focus. He added the full staffing of the team would take place in early 2024, but the intention was that once the DS and DI were in post, they would be able to direct any of the staff on any of the teams.

Combat organised crime and county lines

- Through the SCD the Force continued to have a robust impact on organised crime, with the assessment and scoring of harm improving over the last year as a result of introducing dedicated staff. Referring to the July figures, the CC said there was now greater confidence the Force had an accurate picture around organised crime which was important as it meant enforcement activity and covert activity could be quickly focused on those causing the most harm. Commenting on the anomaly that was Bedfordshire's data, he explained there were some specific issues in the Luton area and differences in the scoring process still existed that were being investigated to ensure a fairer comparison so the allocation of Eastern Region Organised Crime Unit resources was apportioned fairly.
- With regards to the County Lines and Gangs Team, the CC highlighted the examples in the paper and particularly one of the operations that resulted in 28 arrests, 49 charges and 5 people engaging with drug rehabilitation services.
- The CC stated the violence used in such criminality was so high that he did not see a position where the Force would not have some level of dedicated activity around it. He said it was very challenging, but officers would always focus on who was controlling the line, adding the Force was successful at going into London and other areas to find them.
- Commending the teams, the PCC expressed his thanks for the joint work across Kent and Essex on serious and organised crime which he said was incredibly important but not immediately obvious to the public. He also said it was pleasing to see the county continued to have under half the number of county lines of only three years ago.
- In relation to drug seizures, the PCC asked if there was a noticeable increasing trend in the detection of cannabis as opposed to Class A drugs at a local level. Whilst confirming there was, the CC said it was only a small spike rather than significant change in criminality adding that Class A drugs and particularly opioids continued to cause the most harm. He explained the figures were skewed by two factors: i) work of the Force as part of a national operation against western Balkan OCGs involving mainly cannabis production; ii) an extraordinary job in July involving a sophisticated set-up by an OCG which resulted in the seizure of over 1,800 cannabis plants and two arrests, with more to follow.

Be visible and responsive to the needs of communities

- In terms of mental health, the CC stated the Force was rolling out Right Care Right Person with the support of health partners. He said many of the initiatives within Right Care Right Person emanated in Kent; noting the number of S136 detentions had decreased from 2,000 in 2019/20 to just over 800 in 2022/23, he added benchmarking was underway to better understand how many incidents the Force should be attending each year. The CC also took the opportunity to reassure partners and the public that the police would always have a role in responding to mental health incidents where someone's life was at risk or there was a risk of serious harm.

- With regards to stop and search, the CC reported a high compliance rate - 88.5% - in a recent HMICFRS inspection looking at reasonable grounds. Whilst pleasing, he said as a result of feedback the Force's external website had been updated to give members of the public the information they needed to ensure the power was being used appropriately. He said innovative work underway included use of body worn video to provide a much richer picture around the public's perception of stop and search and how it was being used.
- In terms of non-crime hate incidents, the CC stated the Force had responded to the new Code of Practice. Whilst the full training package was still awaited and there was a completion date of 1 December, he said the Force was ready for it and all the associated data protection issues. He offered to provide the PCC with a briefing on how the Force had dealt with the new Code of Practice outside of the meeting.
- Commenting that it continued to be a challenge, the CC reported 940,000 calls for service in the rolling year which was up 8% or 69,000 on the previous year. Advising 999 and 101 call handling was an improving picture, he stated the Force's plan around 101 was working and it was in a much better position. Referring to the global issue around Android handsets, he said it was simply not possible to prepare for such spikes in demand which led to a high 999 abandonment rate and had a knock on effect in terms of capacity to deal with 101 calls. He added the Force was working hard and focused on quality of service as well as timeliness.
- Overall, he said digital contact was a pleasing picture with a growing percentage of the public making contact via online methods. He said it was good for the public to be able to make contact via diverse routes, but also easier for the Force to manage - for example, one member of staff could manage multiple Live Chats.
- With regards to front counters, the CC reported there were currently six vacancies which the Force was trying to fill.
- Noting it was not an easy problem to solve, the PCC commended the efforts of the CC, his team and FCR staff and paid tribute to them for driving up performance which in turn had improved the service provided to the public
- Referring to Right Care Right Person and acknowledging the Force worked extensively with statutory agencies and partners, the PCC sought assurance the Force was also engaging with charities and the third sector. Confirming it was, the CC advised whilst there was support from the Integrated Care Partnership it went much wider and engagement had taken place with 12/13 third sector/charities with more events planned.
- Noting the Neighbourhood Policing Model was currently being implemented, the PCC questioned how the Force would ensure Beat Officers were as visible as possible and extractions minimised. The CC stated he was committed to ring fencing the individuals and they would deal with crime investigations, prepare case files and respond to calls from the public centred on issues/problems within their patch. However, he said he could not and would not have a position where if there was an urgent call and that officer was the nearest resource they would not respond, but he added they would not routinely be taken away from their post because it would defeat the object. He also reserved the right to move them if there was a major incident in the county but said that was the same for any officer.

Prevent road danger and support Vision Zero

- Whilst the number of fatalities and serious injury collisions continued to reduce year on year, the CC reported 14 road deaths in the period which was sadly an increase of three on the same period in 2022. He said the Force worked hard with partners to make the roads as safe as possible by design and undertook a huge amount of enforcement activity.
- Referring to the data on enforcement, he stated a good level of performance was being maintained by the Roads Policing Unit despite occasionally having to support other significant events, such as Operation Brock.
- The CC highlighted the good work of the Kent & Medway Camera Partnership and the amount of activity by the Special Constabulary Roads Policing Unit in the period, which he said was very impressive.
- Expressing his thanks to the Force for its support of the Safer Roads in Kent & Medway Partnership, the PCC said its proactivity had been noted by partners.
- With regards to e-scooters, the PCC asked about Force action to address ongoing concerns around their use on public roads, pavements etc. and if they were being seized. Advising it was an issue taken very seriously by the Force, the CC stated they were mechanically propelled motor vehicles and therefore the rules around use were the same as someone driving their car on the road. Explaining they could not be registered or insured the same way as a car or motorcycle, he said officers had the power to seize and destroy them under the Road Traffic Act. To date in 2023, he reported 66 e-scooters had been seized and destroyed via the Vehicle Recovery Unit; however, he said that was not the totality as a great number had been seized by other officers but unfortunately he did not have the number. Noting it was a focus of the Safer Summer campaign and enforcement continued, he said the challenge was a lack of control and regulation around them. Agreeing, the PCC said he would continue to push for more control and regulation.
- Referring to the enforcement figures on speed, mobile phone use and seatbelts, the PCC asked if the Force could also provide data for driving whilst impaired through drink or drugs. Confirming he would provide outside the meeting, the CC reported there were well over 700 arrests in the period May to July.

Protect young people and provide opportunities

- Advising the Force's Child Centred policing approach continued, the CC highlighted a collaborative project with the University of Kent which it was hoped would not just be for police officers but anyone regularly interacting with children. He said the pilot training sessions had been tested on over 20 officers in specialist teams, with further sessions planned over the rest of the year and it was about trying to better identify the signs of exploitation.
- Noting the launch of the national Child Sexual Exploitation (CSE) Taskforce, the CC advised a self-assessment had been submitted which highlighted areas of good practice, but also areas where the Force needed to improve particularly around identification of child exploitation which at times was difficult due its nature. He added enhanced

training had been put in place for the Neighbourhood Officers in recognition of the amount of time proportionally they would spend interacting with families and communities.

- In terms of the Cadet Programme, the CC said it remained strong and was well supported by regular officers, volunteers and the OPCC. Commenting that it was a real success story, he said the proof was that cadets were starting to join as regular officers and some were already pushing the boundaries for promotion. The PCC said it would be good to track their careers as it would be an excellent achievement for the individual and programme.
- Following the implementation of the new NHP model, the PCC asked about the level of engagement with schools and other education establishments around the Child Centred policing model. The CC advised the Local Policing ACC first wrote to schools in January and there was a follow up in May, just before go-live. He said whilst the Force did not intend to wait to progress the work, capacity in terms of numbers was not there yet with the majority of Child Centred Policing officers being in post by November and close to establishment by January 2024. He advised those officers already in post, supported by the central team had started engaging with secondary schools, including Pupil Referral Units to make staff aware of who the officers were, their remit and how to contact them. They had also provided transition talks at primary schools and engaged with approximately 15,000 students from 50 schools through projects such as the joint knife pledge and work of the VRU and Ben Kinsella Trust. Whilst the CC advised the work with schools continued, he acknowledged the Force was not where he wanted it to be and said the coming academic year would be a challenge. He added there would still be the right support for schools, but it would be the next school year when 100% of Child Centred policing teams were in place before the full offer as per the model was provided.
- The PCC asked for an update on the Force's work around Operation Encompass. The CC explained it was where information was proactively shared with schools about DA incidents at which a child was present enabling appropriate support to be provided. He said it had been very successful and had expanded to Operation Encompass Plus which was any information where there was a safeguarding concern for a child. Advising most schools were signed up and it was a model the Force wanted to embed across the whole county, he added the Central Referral Unit was in the process of supporting the Medway schools safeguarding leads with further training around it. He reported that in 2022 the Force made 17,700 referrals under Operation Encompass and Encompass Plus; January to August 2023, over 11,200 referrals had been made.

Actions

- **Force: Provide data on case file quality measures outside of meeting.**
- **OPCC: Further to CC advising of an increase in ISVA and other referrals, monitor impact on commissioned services.**
- **Force: Provide a briefing on the new Code of Practice for Non-Crime Hate incidents (including update on training) outside of meeting.**
- **Force: Provide figures for driving whilst impaired through drink or drugs outside of meeting.**

5. Inspections, Audits & Reviews

- With regards to the HMICFRS reports referenced in the paper, the CC stated any recommendations for the Force or Chief Constables were in hand and would be reported back to the PCC in due course.
- HMICFRS Publication – An inspection of the eastern regional response to serious and organised crime: whilst noting the Force received support from the eastern region for various activities, the CC advised the bulk of the response was delivered through the SCD. He said the Force received a 'Good' grading which reflected the investment in tackling serious and organised crime over many years and the unique and specific skillsets within SCD. He said there was work to do around the one area for improvement (AFI) relating SOC profiles.
- HMICFRS Publication - The Annual Assessment of Policing in England and Wales 2022: the CC advised the report made three recommendations for the National Police Chiefs Council, College of Policing (CoP) and Home Secretary. He said effectively each recommendation had been overlaid for Kent to determine if the Force was compliant.
- HMICFRS Publication - Police Performance: Getting a Grip: the CC said very positively the Force was referenced twice in the report for good work around the use of body worn video and the safeguarding of vulnerable repeat callers. He advised the report made 11 recommendations, three of which were for Chief Constables.
- HMICFRS Publication – An inspection of how effective police forces are in the deployment of firearms: the CC stated he was confident the Force response was fit for purpose with the number of fully trained and capable firearms officers aligned to the strategic threat and risk assessment. He advised they had all completed the training advocated by the CoP and their health and wellbeing was regularly monitored.
- PEEL 2021/22 and 2022/23 – noting the Force received 19 AFIs in its 2021/22 inspection, the CC advised 13 were now considered discharged but had to be ratified by HMICFRS. He said the six outstanding AFIs were at various stages of completion, with three remaining challenging through the 2022/23 PEEL inspection and replicated in other forces. He added the Force awaited publication of its 2022/23 PEEL report which was scheduled for October 2023.
- Update on HMICFRS Publication – Inspection of Vetting, Misconduct and Misogyny in the Police Service: the CC advised that based on information provided to the NPCC by all forces in January, 17 of the 28 recommendations for Chief Constables were assessed as complete. In terms of Kent, he said 25 recommendations were already in place and he was confident could be fully evidenced; the remaining three were partially in place but needed more work.
- Update on NPCC Historical Data Wash – the CC advised this required the Force to review all staff against information held in the Police National Database. He said the Force was through the third phase of four having returned 100% of

records, conducted all relevant checks and taken action where issues of concern were highlighted and submitted its final return. Noting phase four was the final report being presented to the NPCC lead in October, he commented that he was happy the Force had discharged its obligations.

- Noting the Internal Audit function was provided by RSM, the DCO reported there were three areas still undischarged from last year that were being worked through, but there were no particular risks or concerns. He said there was a close eye on the 13 audits planned in the 2023/24 programme as there was still a lot of work to do. In terms of progress against previous audit recommendations, he stated there were none that were of particular concern.
- Advising the External Auditor was EY, the DCO highlighted the Force was not going to meet the statutory deadline for publication as a result of limited individuals having to deal with outstanding audits from 2021/22. Noting it would not be an issue as there was provision within the rules, he said it would be the first time and there was a need to ensure it did not become a repeated event resulting in the Force getting behind like other public sector organisations. He stated the Force would do everything it could to work with EY to ensure it did not fall behind, adding there was strong discipline through both CFOs which the Force wanted to maintain.
- With regards the audit, the PCC said he recognised the consequences were out of the Force's control but knew work would continue to get the best service from the auditors. The CE sought assurance that if during the delay period any concerns arose they would be proactively raised with the OPCC and the DCO confirmed they would.
- Commenting that the Government was publishing more plans to hold policing to account through, with regards to the Beating Crime Plan the PCC asked how the Force's call handling performance compared nationally. The CC stated there were challenges with the data and there was no nationally agreed set of data, with some forces not paying regard to it at all. He advised the Force was one of the poorer performers in terms of percentage of calls answered in 10 and 60 seconds, but in terms of other measures around attrition, the Force compared more favourably. He said it was a fragile position in terms of the rankings - for example, in relation to the 999 rankings a change of less than half a second could see a force move 10-12 places month on month. Acknowledging he could not argue the measures, he said they had to be considered with others around attrition, the grading of calls, quality of feedback, assessment of threat, harm and risk and ultimately whether the Force was responding to the public in the right way. Noting he could change the FCR structure and response quickly to make the measures look positive, he said it would be at the detriment of other factors and so he would not be doing so. The CC offered to provide a briefing on how the Force compared across the Beating Crime Plan call handling performance measures outside of meeting.

Action

- **Force: Provide a briefing on how the Force compares across the Beating Crime Plan call handling performance measures outside of meeting.**

6. People

- The DCO reported prior to the Police Uplift Programme (PUP) the Force Establishment stood at 3,656 and was now 4,145. Noting the PuP had provided 489 additional officers, he added that thanks to the PCC's precept increases in 2018/19 and 2019/20 the Force had experienced five years of continued growth.
- Congratulating HR, L&D and all the other departments that had supported an intense period of recruitment, he said the Force now had to ensure it continued to meet the PuP Establishment to meet the September and March 2024 audits in order to draw down the associated grant.
- Going forwards, he said the Force aimed to have a Headcount of 4,223 - five over the PuP allocation of 4,218.
- The DCO advised the Force had anticipated a further intake of 100 officers on 29 September but that had now increased to 107. He stated there would be two more intakes in January and March 2024, with the size determined by attrition. He said they would be flexed to ensure the Force achieved the correct number for the PuP which was anticipated to be around 156 in total, taking a smaller number in January and larger number at the end of March to ensure the requirement was met.
- In terms of the 2,545 applications received in 2022/23, he reported 39% were from females and 13% from ethnic minorities which was the best the Force had ever achieved. The DCO advised the current Force representation was 34.74% (1,430) female and 3.79% (156) ethnic minority which he said remained a challenge.
- Following the Neighbourhood Policing Review, the DCO reported the PCSO Establishment was 101.5 with a current Strength of 82.82. He said the finalised recruitment options would be approved in the next two weeks.
- With regards to plans for PCSO recruitment, the PCC asked if this had already started and what the timelines were. The DCO advised the CC would have the recruitment timetable within the next couple of weeks, adding there was currently just over 18 vacancies. On 7 June when the Neighbourhood Policing Model went live, he said there were 99.1 PCSOs so there had been attrition since then and so the plan was being finalised based on a prediction of how many more might leave. He added the Force would probably recruit around 25.
- Noting there were currently Occupational Health Adviser vacancies, the PCC asked what the Force was doing to ensure the wellbeing of staff still performing the role. The DCO advised there was a national shortage of qualified and experienced Occupational Health clinicians and so the management were working hard to ensure the Force could recruit in the long term. Highlighting the Force had always ringfenced the service so it could look after its people, he said it was currently relying on external Occupational Health providers to ensure the service was not diminished, but that was not sustainable in the long term. The CC added that in terms of the Advisers themselves, there was a structure of using other force's Advisers to support them as they were entitled to the same help as they offered.

7. **Finance**

- The DCO reported the Capital Budget for 2023/24 was set at £20.6m and the projection was well within that budget. He stated it was always difficult to spend exact amounts of money because the Force was in the hands of major projects being delivered on time and according to specification to be able to settle the bill in full. He said the Capital Budget was capable of being rolled over to ensure the Force did not pay for services it had not received.
- In terms of the Revenue Budget, he advised the forecast as at P3 was for a slight overspend of £100k against a budget of £386.3m. However, having looked at the P4 report which fell outside the drafting timeframe for the paper he said that had now reversed and was showing a projected £500k underspend. He added subject to ongoing events during the year, the Revenue Budget was in good shape and should come within budget which was challenging given the amount of savings the Force was having to make.
- Noting much of the budget was spent on people, he advised the Force kept a close eye on levels of attrition and the replacement of officers at the top end of the salary scale with joiners at the bottom. Given the audits the Home Office would conduct at the end of September and March 2024, he said the Force had to be timely in terms of replacements to ensure it did not miss the opportunity to draw down the associated grant.
- The DCO stated that it was a positive position but there was more work to do and a lot of the year still to go.
- Welcoming the 7% pay rise, the PCC requested an update on the financial implications to the Force of applying to both officers and staff. Advising it had been welcomed by officers and staff, the DCO also thanked the PCC for his support in bringing it to fruition. He stated the Home Office funded much of the pay award, but not all of it and there were in-year implications for the Force's budget. He said the Force craved more information in terms of the exact figures, adding that next year the Force anticipated the extra demand on the Force's budget could be in the region of £2.7m linked to how the Government distributed the funds. If on a net revenue expenditure basis, that could prove challenging; if however it was based on police officer PuP figures, that would be better and fairer. Noting there was an underspend last year, he said the Force had held it in Reserves to offset any of the cost pressure and in hindsight that appeared a wise decision. He also advised the budget savings put in place last year to cover the Force's element of the pay award had meant the implications and negative impact in the current year had been reduced. Seeking the PCC's support in trying to influence the funding distribution model, the CC stated the reality was that a force with several hundred less staff than Kent would get more money next year under the proposed model, yet rightly the Government wanted the Force to maintain police officer numbers; he commented that it seemed unfair. The PCC said he was always happy to support as best he could.

8. **Topical issues & Update on Significant Operational Matters**

- Highlighting the continued impact of small boat arrivals into the county, the CC reported there were over 800 the previous weekend. He said it created huge demand for a lot of partner agencies but also impacted Kent police staff as they supported the security assessment and screening of individuals who were often very vulnerable, very traumatised and had no identification papers.
- Advising that he had provided specific details to the PCC outside of the meeting, the CC reported a period of heightened demand for the SCD with a flurry of serious crimes which was putting extra strain on some teams.

In closing, the PCC thanked the CC and DCO for their presentations and for answering his questions. He also thanked his team for their support with the technology and those who had joined the meeting online.

	Status	Owner	Due date
Provide data on case file quality measures outside of meeting	Open	Force	29/11/2023
Monitor the impact of the increase in ISVA and other referrals on commissioned services	Open	OPCC	29/11/2023
Provide a briefing on the new Code of Practice for Non-Crime Hate incidents (including update on training) outside of meeting	Open	Force	29/11/2023
Provide figures for driving whilst impaired through drink or drugs outside of meeting	Open	Force	29/11/2023
Provide a briefing on how the Force compares across the Beating Crime Plan call handling performance measures outside of meeting	Open	Force	29/11/2023

Date of next Performance and Delivery Board: 29 November 2023