

Performance and Accountability Management - October Meeting-20261026_100143UTC-Meeting Recording

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KS **Kirsty Sumner (C2871)** 0:07

Right, good morning, everybody. We are here for this month's performance and accountability meeting. We've got apologies from Chief Constable. So we've got Ben Snuggs, Deputy Chief with us. If for the benefit of anybody who is watching live or on the recording, we'll go around the table just so everybody knows who is who in the room. I'm Matthew Lalo, Police and Crime Commissioner.

Matthias Butler, Head of Service Improvement. Ali Nicholls, Head of Strategic Governance. Superintendent Mark Tarbit, Head of Operational Effectiveness. Linda Waters, Chief Finance Officer. Lynn Snuggs, the Deputy Chief Constable. Gillian Ormston, Chief Exec of OPCC. Rachel Gilbert, Head of Performance, Scrutiny and Assurance.

Councillor Sumner delivery office on the OOC. Lovely, thank you. Just have a look at the actions that are outstanding. So, we've got some of those that are outstanding, which actually carry over to the next year. We've got operation or project cornerstone, which Mark is here to update us on later on the agenda.

We have the abstractions data, which is on our agenda for latest morning. One is still to action. We've got some work on the banking protocol and how that links with supermarkets and other sort of establishments. And

Linda, on the value of the average, you updated me on that one this week. So thank you, Matthew. Just before we move on, if you got anything specifically on that one, which was 23, I don't so outstanding. This was raised the question.

We're 99 for all those processes in terms of whether there's a process to use the banking protocol in place of which I can give during the agenda. Fantastic. Happy to. That's perfect. Thank you very much indeed. OK, in which case, Linda, then we're with you for the budget assumptions, because we're at that.

the start of that process for setting what we say is this year's budget, this next year's budget.

Well, I thought I just shared, but that's not. Oh, it's shared. It's not. OK, good. Are you able to go into presenter mode?

Don't worry, I've got two slides to crack on.

OK, just make sure we're going to move.

I think I just had a lesson on this. Can you click on some slideshow?

Hello.

come up side differently than I was expecting to see it. I'm sorry, no help. It's probably seems to come up differently every time.

Don't worry, Linda, there's some. Yeah, I'm not sure they're gonna move.

Just, you know.

I've got the main agenda.

Eoi.

Yeah.

Stop sharing him.

Try a different way.

So, I, are you struggling here? Should we turn it? I'll come round.

Alright, Kirsty, say the same.

Right, I'll make a start. Apologies, I wasn't trying to long.

delay things. So as we've said, this is a very early stage in the process. If you can slide three, that'd be great. Next, keep going, keep going, keep going, keep going. Next one. So it's.

very early stages in the process. So at the moment, we are forecasting a deficit of two and a half million. That does come with a number of assumptions, and it's those assumptions which are driving that figure. So I'm going to suggest for this morning that we sort of focus on those assumptions.

So if you can move down to about slide 8 on my path, yeah, assumption for the next one.

So the main thing is the core grants. So at the moment, we're forecasting a 1% cash increase. But when we had the comprehensive spending review last year, for the current year, for 27-28, they were sending a 2.7% increase, which would be an extra 5 million.

Now, the reason we've taken a cautious 1% is because for the current year, CSR gave us about 6.5%, but we only physically received 3%. So we were very, we wanted to take a cautious approach because obviously last year when we got to Christmas, we had a significant shortfall to meet. So we're trying to avoid that.

but clearly that's quite a big difference on our forecast outturn. I think the other main assumptions are in relation to

So, I've just worked out what's wrong with the slides. That's the capital pack.

Obviously, the pack has got put in. If you go down later, we've got the revenue pack. Sorry, I didn't appreciate, and there is an assumption slide view if you keep going through. So, the other quite significant thing is the April Policing Grant. So, we know government still have that manifested with 13,000. We have assumed that the 121 we've already received funding for, we will continue to receive funding for. We have not assumed any additional on the assumption that if we are required, which we expect to be required to increase naval policing, it will come with funding, so it won't actually impact the bottom line. Now, clearly, that's quite a big assumption. It is a big assumption, given we've got about 40% of the funding for last year. So I think that's one of the areas that I'm most nervous about, which is exactly why that question was in.

in that you can't explain me with in terms of you think is the real cost of a new police officer given that information and equipping people. And that is, I mean, the full cost is about that 89,000. The sort of minimum cost for the first year is is that 68. And actually that is also the average cost for everybody. But that 68 for a new officer does include sort of the uniform and those initial things we have to provide. So that's sort of on the police numbers. The only other thing we've done on police numbers is we have assumed growth of 4 for Bicester Asylum.

Again, we're assuming we're going to get funding, so it's not impacting the bottom line, but we do plan to increase our establishment to take that forward. Just on that specific one, because it's been a subject for lots of conversations, for you, Ben. I think the intention is to put that in place in this current financial year and get those options in place now, although we're looking at

Future budget for recruitment budget. We want everybody to see this and be on the view that we're waiting until the new financial year and that confirmation of funding has been quite clear. We accept there's a financial risk about that, but yeah, correct. Yeah, no, we've already planned in for this year in relation to recruitment establishment.

but we'll put the funding in for next year. And then in relation to the precept, because that's what that's obviously the over half of our funding.

We've.

put the 15 pounds in for next year, which clearly that's down to your approval, if that's the level the government allow us to increase by. So, yes, two questions. As you know, first of all, my assumption is that we shouldn't need to increase taxation locally unless it's justified. So, my starting point is always zero. Appreciate your

planning.

Might be different, but I think the other important point is that we don't yet know what the Home Office negotiations and HCLG will be is to more bad level it. And so it could be lower, it could be higher. Yes. And we don't know what other pressures are, so. And one pound is about a million pounds. So that again has quite a big impact. And then I think that the sort of last assumption to draw to your attention is the vacancy factor on staff. At the moment, the budget is based on a 3% vacancy factor. At the moment, in this year's budget, we had a higher vacancy factor, but as we've been reporting in the monitoring, because we've got departments who are required to make efficiency savings and those efficiency savings will reduce the number of police staff posts they have that are tending to hold vacancies. So we're assuming that by the end of this year, we will have removed those posts and the vacancy factor will come down. But clearly, there might be more efficiencies than that might be.

All must be.

a circular that actually those efficiencies start going back up next year. So that's something we will come back to as we go through the budget cycle. So probably if you can just... Just on those assumptions before we move on because I think it's just important to recognise some of the risks and I understand you've got to work forward with some assumptions and obviously as we get closer to Christmas we'll look at this a lot more closely.

Broadly speaking, I think it's a sensible, cautious approach, particularly around the grant. And I hope your pessimism on the grant outweighs some of my scepticism elsewhere. And I think that one of the biggest risks in there, because we've seen it in the current financial year, is the neighborhood office of funding. I mean, It's a big unknown because we don't know what allocation of officers we will get. We don't know if they will actually continue the programme as is. We aren't even guaranteed the funding for the officers we took in the current financial year, let alone additional officers. And looking back at my numbers, we were nearly 2 million pounds short on that for this financial year, which will continue every financial year going forwards, which is about two pounds of that increase in council tax. And that's based on just what we've already got. So there is a there is a real risk for me that that problem just gets compounded. We end up with four pounds of our potential council tax rise this year. simply meeting the demands from the Home Office for more officers, which partly

welcome and the public would welcome. But actually, we ended up using potentially somewhere around 1/3 of our potential increase in precept to simply fund saying that we're being unfunded for more homelessness. Yeah, I mean, that was definitely a risk because

Last year, we know they messed about with the grant allocations, and whether it was neighbor policing, whether it was pub. This year, they've already raised how should we allocate an April policing grant. So clearly, that could have a detriment to us, depending what they, how they allocate it going forward. So

Unfortunately, as we know, every single year, it's not just the headline figures which come out of the Home Officers, how much they're funding this, it's then how do they split that between forces and which specific grant do they fund under? So yes, we'll obviously be keeping makers on that. So if we can just move forward probably to slide 30 or page 30, sorry.

So at the moment, this budget hasn't got any bids in, but there are sort of a few essential sort of committed growth side that we have included. The main one being the ongoing costs of the forensic site at Bicester. And some of those, again, are still estimated because the rates we don't know at the moment. So that is still an estimated figure.

Likewise, at Atlantic House, we still haven't got the final figures, but clearly putting in best estimate. And then there's a few bits and pieces, things like the ICT and the assure cloud costs. The more we store, the more the cloud costs come.

go up, we don't really have, there's not a huge amount we can do about that. Clearly, still in a digital week, we have to. So just a few items that we don't really have a lot of choice over. That is the only growth we have included.

And then on the next page was the only other thing I was going to draw attention to, and that's the capital sort of contribution side, and that we are making financial provision for the funding of our capital programme, which we'll come on to in a minute. But given that we don't get any capital grant at all,

We have the revenue contribution for sort of the day-to-day capital expenditure of vehicles and user devices in one pot. We also have, we're building up the estates reserve, which pays for those significant maintenance items, which we don't want to borrow.

but also sets us up so that when we start borrowing for the significant schemes like the new custody bills, we have that budget line in to pay for the repayment of the grant, the interest on that grant. So there's quite a bit of money in revenue. I mean, I

think it's building up to about 4, 5, 4 to sort of 5%.

over the period that will be impacted as we review the capital programme and actually what we're taking forward on the capital programme and we'll adjust the revenue financing accordingly. But it's making sure the revenue budget that we have that provision so we don't sort of get a cliff edge where suddenly we need to find 10 million pounds.

to repay the debt and the interest in relation to the capital programme. Yeah. Just at that juncture, if I can, Linda, so some of this is really just to put on record in the public to make some of the conversations we've had separately. So I know we'll come to talk about the capital programme, but actually it's really more relevant here because the

the revenue impacts. I don't think we should change our capital programme at the moment, and I think we talk about regularly in SEG, but I do think, and the conversation I've had with the Chief Constable, is that we do need to keep the scale of our capital programme under review in terms of its impacts.

on our revenue budget and there is obviously some essential capital works we need to do to make sure we can carry on this as usual. There are some more ambitious capital programmes which we might get to a stage, but we just have to say we need to find another solution to this. I don't think we're at that stage yet, but I think it would be naive to suggest we can just carry on.

with the shiny plan that someone came up with some years ago that perhaps is not suitable for our current financial position. Two other ones just to raise here and just put on the record so because it links into the end user devices more broadly. We are told that the SMCP, the Emergency Services Network, is

edging closer. I never quite thought that that would be put in place before I see the BCP, and I think that's probably still the case. But, you know, I'm conscious that we will have some estimates in our budget for end use devices. What confidence have we got around the costs of those? Because

They will, I expect, be quite old estimates on quite old devices, and the world moves on. Yes, confidence level.

It's probably low to medium. We've got 12 million pounds in for the initial upfront everything. There's at the moment sort of almost quite conflicting messaging coming out about what we actually need, what will lead in relation to dual running.

what devices will be available and hence what decisions will be for the force as to what devices we have compared to the options which are out there. If you went for

the top device that they're looking at, which covers the dual running period, our 12 million is not sufficient, but the cost of technology is supposed to be coming down. So that sort of goes the other way that actually it should be that even though they need more complex devices, the cost should be coming down to our 12 million should be not a million miles away. And we may have to make decisions about actually who do we give a

device to, we may have to reduce the number of devices we issue to actually keep it within an affordability on that we can afford. So, it's going to be quite a difficult institution, I think. Which might be necessary, but it's probably not the vision of the shiny new emergency services network where not everybody has access to what they are, they should need. And I think the other problem with who we give devices to is if we're only looking at

five year lifespan, and then in five years time, we need another 8 million to replace all those devices. That's a very significant drain of capital program we've not had, because the current radios in the last 10 to 15 years, you know, the amount we currently spend on replacing radios is very minimal. I'm not suggesting we make any different assumptions at this stage.

because we don't have enough information and there was some briefings on this from the home office last week at the PCC. So, I'm hoping we might get some clarity. I doubt it's going to be something we need to worry about in the next financial year, but I'm concerned about us having an application for that, because if we don't, suddenly ahead with a significant bill and it might be. Yes, and because of the life span, we would not want to, which I know some forces would not want to go down the route of borrowing for it. So we would want, it would have to come out of a revenue budget, albeit we might spread it over a few years with the use of reserves. But yes, it's

In the wider assumptions then about revenue if we move on to the capital, is there any, I'm just thinking about there are regional budgets, which are small in terms of the overall TVP budget, but not significantly in not themselves, and we've got some conversations ongoing, which I know you're involved with obviously, around funding for SOAC you and the lack of grant for regional right crime units. Just to make sure the assumptions are right in here, we'll presumably have an inflationary increase in our costs for the region around salaries, etc. But

Myself and the PCC has made it very clear that if we don't get the core grant for Sir Rock You, Sir Rock You is going to have to cut it off accordingly, so we're not

assuming any increase beyond normal inflationary costs. That's great. Thank you, Julie. Just a quick one going back to the ICT.

costs. And Linda, you said all this is what it is. What I've just in the background asked Rachael to have a look at is what work is being done to make sure that retention strategies, etc, etc, are being adhered to and how we can balance out those costs as well as possible. Because I worry about the fact

But we're saying when it is what it is, the rise is what it is. Probably should have put in quite those terms.

Yes, there is work we are doing, and the ICT team is doing to contain it, but the cost we've got in there reflect the amount of the increase in digital we are storing. So I don't disagree that a lot of work was probably a little bit flipping in. No, that's absolutely fine, but I think it's an important one for Rachael just to pick up with.

And the performance side of things. And also, I mean, that very much comes into the more we use AI. As we have talked about business enablers and Salesforce, and actually the way they charge AI is really, you've got to manage so carefully to make sure you don't get those escalating costs. I think there's a need, and we're certainly doing it on the enabling services project. I think there's a need to make sure we've got a

be clear strategy to contain those costs and make sure that they don't go up as exponentially as they have been. What can we do to make sure they're balanced?

Yeah, yeah, quite agree. I mean, the only other thing I was going to say on revenue was just to draw attention, as we all know, on page 24.

We've clearly got the savings plan, we discussed earlier, it's not really a savings plan, it's a mitigation plan in relation to the revenue budget and affordability for clearly the next three years and the fourth year we've not put in yet, but we would expect to keep that ongoing. And for next year,

That figure is the 7 million and then it reduces, albeit we know when we get there, we might need to actually look for more in relation to that capital. And then, as I've already sort of mentioned, we have got the reserves and actually when we sort of come back.

Sorry, two things.

come back near a Christmas, obviously those reserves we will be asking you, I'm sure, to fund some one-off initiatives for improvement and performance. We're already looking at the bids in relation to CCMT, but that will be part of the overall package is making sure we utilise the reserves we have got, but also keep them at a sensible

level going.

Forward.

Under the risks and issues, you've got maintenance and repairs. There's still a substantial risk around maintenance and repair of existing premises, but there's no amount of money on that. Do you know when you would be able to place a figure on that?

I can't give you a precise date at the moment. It's a significant element of the estate's transformation work and the work we're doing to try and make sure we've got a much better idea of what our estate is. It's estate transformation, it's Hannah's estate strategy to really understand

where we're going with the estate, what

state. So I keep doing the same word. Each building is in and what does that mean in relation to keeping our attention. So when we've got that picture, that's when, so I don't think it will be for this budget round. I think you have a sense of the budget round. What that might look like cost wise or if you've no idea at this point. I

wouldn't want to put a figure on it at this point in time. OK.

because it would be an estimate. I mean, clearly within the revenue budget, we do have maintenance budgets of a reasonable level within the revenue budget, but it's that forward look, it's the planned maintenance register they've got, but making sure the figures in there are actually realistic going forward and not just, well, it's a boiler certainly last 10 years, so we need

So it's been realistic about what we've actually got and it aligned to actually which buildings aren't going to be keeping or disposing of. There's some work here which is going on to inform that which is which basically assumes some condition reports and so each building and sometimes each site with many buildings having a condition report so we can

Fine with that and work a bit more family. There's that balance then of reactive maintenance and proactive maintenance, and then we've had to be really quite, quite harsh, haven't we, on the on the on the on the proactive maintenance because budgetary pressures, you know, more is falling into the reactive than the proactive, unfortunately, but again, those condition reports will really help us over the longer term, be able to.

they give a timeline and also the more financial modification to that. The other concern I've got on those risks, I'm wondering how much realistically can be firmed up for this budget or is having a provision. So on slide 37,

the technology upgrades. So I think one of the strengths of the new digital strategy was to look ahead and plan for some of those unavoidable, mundane, boring things that don't involve some great new piece of technology being introduced, but just keeping the lights on.

And a good example that's listed there is migrating to a new version of Windows, which it would be unfair to suggest it took it would be by surprise, but I think the latest upgrade to Windows was probably more problematic, I think, than it should have been if we'd have anticipated that a little bit more carefully.

both from a technological perspective and a rollout perspective, but also financially.

And so although we don't know exactly when Microsoft will bring out another version of Windows, we can be pretty confident there will be a new version of Windows, and that is going to mean upgrading software, possibly upgrading hardware again. We might not be able to put

an exact build to that or exact time scale, but I have no provision for it is, as you say, I appreciate it's recognised as a risk, but yeah, probably a greater risk in there is the is the significance of our licenses. That's the stuff that we know that we've got, that we know we're going to need to renew. It feels very much like

just including contract inflation in our budgets, as that should be part of our base that we factor in. So I think, you know, I would hope that we can get some more clarity on that as we go through the process to setting the final budget. Yes, I mean, in relation to sort of the future technologies and also

Well...

trying to get that plan so we're not just looking at next year, we are looking two, three, four, five years in advance. That's work we're doing with Mike's team. I mean, in relation to the software licenses, yes, we do put the inflation on, but it's where they change. So actually you end up with a significant inflation because they change how they manage the licenses. So it actually

has more than your 4 or 5% inflation, which we've put on them. And that is quite difficult to broadcast because obviously we don't necessarily know Microsoft are going to do. But no, we're going to be doing a piece of work with Mike's team sort of between now and the next six weeks to try and get a better feel for some of those digital figures.

Not necessarily, they won't be for next year, but it will be years two, three and four. So at least we've got a very high level expectation of financially what we need to set provision for. And that's partly why we set up that new reserve about sort of that

efficiency and technology going forward.

So we can draw down on hopefully some of those advances which will actually improve our productivity and performance going forward. Okay, perfect. Thank you. So in relation to the capital, as you indicated, we've really just rolled it forward at this point in time because of the estate's transformation work.

We haven't sort of significantly updated it. There is some work I've been doing with hand in relation to the Oxfordshire scheme and there is more rephrasing to do within the current programme. So we've really just rolled it forward at this point. As we've just mentioned, it hasn't got that additional digital aim going forward.

So, I'm not sure if you want me to go through, sort of conscious of time, if you want me to go through the capital, it's pretty much what we've had previously, like I say, just with the updates. Yeah, no, I'm comfortable because we have that liaison. Yes. So, take that as ready. Thank you. Thank you.

We've got Ben, I think, as a treasury management report, although it's a finance one, you do. Rachael, it's online. Yeah.

RM Rachael Martinig (C7695) 29:18

Yeah, is it right if I come in now then?

KS Kirsty Sumner (C2871) 29:20

Yep, perfect. Thank you.

RM Rachael Martinig (C7695) 29:22

Brilliant. So yeah, so the covering report and there's probably only one thing really to bore people's attention to, and that's our forecast of our interest receipts. So we have a current budget of 6 million pound for interest receipts, and we're currently estimating to achieve 7.2.

million at the moment. Main reason for that is that the interest rates haven't dropped as predicted last year and they're actually looking to now potentially increase over the next, well, in November and next year. So we've obviously achieved, we're achieving higher than we have in the budget. So that's the main thing to actually draw people's attention to unless anyone has any questions.

KS Kirsty Sumner (C2871) 30:06

No, I don't think there's any questions. So thank you, Rachel. We note the report.

RM **Rachael Martinig (C7695)** 30:14

Thank you.

KS **Kirsty Sumner (C2871)** 30:16

Okay.

Right, we are then I think Matthew with you.

Do you have to say that first or? Sorry, yeah, we got Mark first. Apologies.

Yeah, just going to share my screen. Now we know we've got the technology sort of your screen sharing. I know, I thought that was more impressive.

While that's happening, Matthew, later on the agenda, the delegations and decisions to do want to pick that up now. Yeah, if that helps you, Linda. Yes, I mean, it's the normal report. I would leave it open for questions. There's nothing particular to report on. There's nothing different to...

No, that's that's helpful. I'm very happy to note the report and there's nothing exceptional in there. It's very simply concerned, so that's absolutely agree. And if that if that alleviates you from the state of the rest, feel free. You're more than welcome to say it.

Thank you. So Kirsty, it's gone over into the left hand side. So then if you did that few prompts again. I can't see it at all now. I can see it on my own screen here. That's fine. I mean, I've got it. Yeah, brilliant.

Thank you.

You put it into presenter. No, I can't click on it. OK.

I might have to just...

Working from there, because I can't quite seem to.

Oh, hang on. So, you're there or something? I've seen that. There you go. That's it.

That's it. Yeah.

Right, good to go. Yeah, absolutely. Thank you. So, I'm just giving an update on Project Cornerstone, so I'll explain again, just remind you what it is, what it's trying to deliver, how it kind of operates across the force, how it's structured, the kind of governance around it, and just some of the...

practical benefits that it's delivered. So A cornerstone, I guess if I come right out, you know, helps us align with our strategic aims around valuing people, particularly around removing barriers to enable effective working. So there's also a good cross-cutting with our wellbeing agenda, hindrance stress and feeling overworked.

you know, struggling with bureaucracy, something we know impacts on our frontline staff quite a lot. So Cornerstone is predominantly about, it's been running since this summer, scheduled to run until April next year, essentially about listening to some of the frustrations and issues raised by frontline staff.

having frontline staff in a position to understand and act on those challenges and then work up some kind of plans to improve systems processes and be they digital or non-digital. So one of the things that kind of I was asked to consider in delivering this presentation today was around are we

innovation and efficiency being more mainstream now. So, it's not just stuck in a sort of Cornerstone bucket. So, I think Cornerstone has helped with mainstreaming innovation, obviously it aligns right across our kind of governance. So, you know, a national and regional force level, the science and technology strategy, you know, we have a regional

Representative Sarah Camici. That plays into the Futures of Innovation Board, where we look at funding opportunities for, you know, initiatives to use technology or improve service delivery, and then kind of align funding streams, look at how we can test and learn from those initiatives and make decisions around whether we can scale those up to the benefit of the force.

through the Futures Innovation Board, and then evidence-based policing again plays a big part of Cornerstone as well, because

particularly in the evaluation, so where people are often introducing new initiatives of the force, you know, having a better understanding of

Are we delivering projects that allow us to determine whether we're improving things or not, you know, having the right methodology, understanding the metrics we're using to see whether we are improving things? And in some cases, we've, you know, if you're listening to what staff are saying, we've removed pilots that have been initiated locally because they're just duplicating, providing frustrations, you know, they're not, there's no evidence when we've looked closely at it. So we've run you know, we've listened to staff, we've through the evidence, our evidence-based kind of research within force, you know, we've gone to Birmingham Uni, for instance, and asked for independent valuation of some of the work we're doing and where we recognise that actually there is no evidence and the evidence that people are saying it's not adding any value is corroborated by the metrics that we've captured. So I think across the piece, you know, there's so much going on. I already mentioned the digital strategy that Cornerstone threads through all of this. So it

does help kind of mainstream what we're doing about what it does through the Cornerstone board that is now chaired fortnightly by me is make sure that all this innovation has kind of frontline practicality, kind of at the foremost in terms of delivering their staff that we understand the impact will have on frontline staff and they're consulted and engaged in the process of reviewing new initiatives. So that's a kind of big, bigger, high level.

Got a picture around it.

Um...

Corner, so, so that the...

The vehicle for Cornerstone submissions now is through your voice. So this is a kind of listening function in which people can submit any anything they want off of Cornerstone run.

The kind of triage process of that, so they, and because we have frontline officers. who can be on the other end of the line to initiatives that are raised, it means that they really understand the issues in a way that people that don't work in the front line wouldn't. So having kind of practitioners listening to the frustrations of staff and then being involved in how to improve them, I think has proved really successful and empowering, you know, frontline staff to

into positions of decision making and giving them a, you know, through cornerstone, a stronger voice. And so I think really instrumental to my mind. So it's had 899 submissions. So again, it's probably a 10 a week or so, which is good.

Initially, it looked more broadly across the whole force, and then from it was extended by four months up to September to look at just custody in CJ issues. So, initially, in the first tranche of Cornerstone, 40% of all issues raised by frontline staff linked to custody and criminal justice processes. So, we spent four months looking specifically at that.

chairing a weekly board with custom in CJ and kind of working up solutions to some of those issues. I kind of mentioned the wellbeing survey. The work that they're doing is recognised it is having a direct impact. And interesting that is regarded as a really positive change within the force. I think that probably can't be underestimated as well, the fact that people feel that they're being

they're being listened to. It is a small team now. I think this is a potential risk to them, to our delivery of this is that initially it was quite a big team. And then it's been streamlined down. So it is run currently with secondments from frontline policing. So we've got an inspector made-up to a chief inspector and a sergeant. Now they are

both excellent. Jamie and Lauren.

very bright, just very highly capable. So really lucky to have them. But at the minute, we don't have them in post beyond April next year. One of the considerations we heard about if the force is happy to continue with us a common approach, we could rotate them out and then rotate in a

a sergeant and an inspector maybe on a 12 month later. So we're constantly getting people that are close to the to ICR on frontline because quite quickly things change and probably over a year you start to become a bit detached from some of the new processes that are being introduced. Some of the projects that we have delivered on Um...

automation. So just being able to often prevent things like handcuffing, you know, we want to make sure that we are not just recording it, but the Legitimacy and public confidence in how we use our powers and being able to record that.

improving the optimization of compliant handcuffing, that means that we've started to become more effective in recording it and actually just saves them a lot of time. If you just, it was quite a bureaucratic process if you just put handcuffs on someone to then fill out a whole use of forceful. Digitalization, again, has been helpful. So Opcc signature is where we do risk assessments with people who have been or may be victims of fraud. And again, instead of having to print off a document, take it to the thing, fill it in annually when they're with a member of the public, and then go back and upload it onto me. So they can now put this directly in. So it's just saving them a lot of time.

And you can see, you know, we estimate 73,000 minutes over 30,000 forms being printed. So there are efficiency savings linked to the work that's being done. And a really simple change was the logbook. So we, the force has made, you know, consumer investments with telematics about how, so we know who's driving, how they're driving, when they're driving. But we still also had physical log books in the cars as well and just making it clear that actually we can stop filling in the paper books. We can just rely on the technology we've put in place because again, it's just one of those frustrations that we don't always understand what that, how that's been communicated to the front line and make it, obviously find that frustrating.

So, I mean, this is just some headlines, but we've got over 15 projects, you know, saved over.

We have 600 and sixty-one 1000 minutes of time.

And.

And then, so from this September, you know, when the force decided to extend to April, Jamie and Lauren went back out to find myself to make sure that the Cornerstone brand is still out there, that they realise that your voice is the vehicle in which they could communicate into Cornerstone.

And that seems to work well, integrating them in there directly.

We're really well aligned with ClearPath in Hampshire, so we sit on it, they sit on each other's meetings so we can understand how best to collaborate more effectively and learn from what each other are doing. Some of the new area focus, a lot of it around custody, as you'd expect, as we spent four months focused on that.

Again, just.

improving and streamlining how we can get out of court disposals for in the youth justice arena, you know, so they used to have to put a whole case file together, but practically we don't need to do that. It's not necessary, and there's other ways of that, you know, that require less time input from frontline staff.

Again, being able to access Nation, the contact management platform on their mobiles, digitalizing, police vehicle incident reporting, damage defects, so it can all be done by an app rather than again paper or e-mail submissions. Looking at how we can use AI to improve investigation processes.

And again, just pronto playing more of a role in sudden death. So we can now just do that at the scene and then send that straight across to the coroner rather than again having to go away, fill in a paper file and then send that across. And also, we're looking more broadly about the crime management framework. So one of the suggestions from Cornerstone

is through listening to inspectors is that they spend a lot of time filling in 30 day reviews of investigations that they were struggling to find time to do. It wasn't adding any value in terms of diversity of outcomes or justice for victims. And as part of that, that more detailed look at how we run investigative scrutiny, and understand the value of investigation work that we're doing. There's been a broader bit of work commissioned by the ACC, so we're key stakeholders in taking that forward as well. And AI is playing a significant role in that.

So it's a bit of a whistle-stop tour of Cornerstone. I'm happy to answer any questions you may have to. Great, thank you. So it's just the two people you've got working on on this. So actually I probably should have mentioned, so it was its own entity, so it's become part of the...

operational effectiveness year, which I think is a good fit for Cornerstone. OEU is about being better, smarter and faster. So it's given them a wider team to be part of. So there are times where we've been able to draw OEU staff in to support some of the work they're doing. And obviously I sit and chair some of the chair of the boards and provide support to them and my management.

But we do only have two people and one of them, the Chief Inspector, is currently off for a month exploring Argentina. So we've only got one Sergeant full time on it at the minute. Again, she's part of a wider team, so she can support more if we need that. But yeah, it's a

I think it's a it is an investment away from the frontline, but I think it.

It's got such good traction and add such good positive value to the front line. I think it's money well spent and it also has been able to show it does deliver efficiency savings as well. So I absolutely get the value of doing things better and listening to listening to Officers.

who will just have better ideas about how things should be done. And that adds some value in itself in terms of making people feel valued in the organisation, and also just coming up with better ideas than anybody else has had before. So we all want to do it anyway. Looking at some of those numbers, I appreciate quite a lot of stuff will still be working through. Looks like about 2% hit rate, if you like, we've got 899 submissions.

which really makes me want to put in another submission because I hate an old number. I'll send you something this afternoon to make up tonight. It won't be long enough. There's probably more coming as we speak. I'm just about that time type and I think it is valuable. So if you've got two people working on this, those minutes say probably translate to.

just over 5, the savings of five people in terms of minutes saved. So that's a net through. I mean, it's still worth having, probably not revolutionary, but it's good. And I think there's some wider benefits in there. I think it would be interesting, I mean, generally just as a matter of interest to be able to see that master list to understand the sorts of stuff that

that's coming in of those 899 to get a feel for them. But the bit, and I think this is where we came at it when we last discussed it, the bit that I would really value is, is there any analysis that's done of the stuff that everybody agrees would be a good thing to do, but is not within the control of TVP?

So, a good thing that you talk about handcuffs and use on Pronto, it might be,

because this is one that we talked about before, requirements from HMICFRS about data on use of force, which where they require more than 100% submissions for their data integrity.

Now, what you've done is feels like a bit of a healthy thing to do anyway, because most people would prefer to do that to a written form, but it feels like a bit of a mitigation against that. Whereas the big picture should be remove some of those requirements on police forces to report as much data to HMICFRS on that use of force, that would actually reduce the burden.

And a million and one of the things that we can all think of, and those things I haven't thought of, I'm sure. And there will be lots of things that you will receive. Probably everything's yes, that would be a really good thing to do, but we can't do that because we're required to do it by the Home Office or required to do it by HMICFRS. And those things for me would be really valuable in terms of, well, where can I try to add value?

by saying, well, which bits of the systems then need to change? Because some of them will just be, no, we need to do that, and there's a very good reason why we need to do it. Other bits will be actually, well, that's where government should be helping and removing that requirement. And at the moment, all you can do is mitigate that. And it might be, we'll put in an automated process to do it. I mean, my personal bugbear, which everybody in the room is very familiar with, is around redaction.

Yeah, we spent probably not millions in one force, but we spent hundreds of thousands on software and many hours of Officers time to automatically redact case files to go to the CPS. What we can't do as a force is remove the requirement on the CPS to have that in a redacted form.

Actually, if we could get Home Office and Ministry of Justice to change that policy so that officers can just send unredacted information to CCBS, then we wouldn't need to spend those hundreds of thousands of pounds on new software to relax that quickly. And that's where I think we could be, we should seem to be a bit more ambitious. I'm not suggesting, that's not a criticism of Cornerstone because you can't do that stuff. But Cornerstone could be a really useful source.

of identifying what those things are that we should be doing. So, and I'd be really interested if there's some analysis of those of those 800 and ninety-nine and which fall in the category of a good idea, but we can't do them. Yeah, OK, yeah, and some would probably be a blend, wouldn't they? We're like so much, we try to do the bits

that we can.

But there's this big over here, which actually is, yeah, and I think you know, there are ongoing conversations with the Home Office, certainly around some of the data requirements. There is HYC as well, of course, but it's Home Office as well, some parts of it. So, I think, yeah, that's perfect, so we can pick up. Yeah, because we can have a look at that. It's a good, I mean, yeah, it'd be great to get some more support on some of those more challenging areas, so we can have a look.

It dots into some of the work that we've been trying to advocate in the performance community from Forces into the Npcc and then further out into Home Office and HMI around the scale of data requirement from Forces. And the scale of data requirement might not seem like it hits the front line, but actually was asked of my department in order to provide that data profile.

impacts on things that we are asking the frontline to write down, in essence. And the scale of that is very significant. And we are trying to advocate centrally via the MPCC initially for the MPCC to rationalize the data for forces, get an understanding of that profile, which we're trying to

advocate for some harder and faster rules in place before they come to us for more data around setting a start and end date for that data profile, giving clarity around why it's needed, and then making sure that they decomplete, because already forces are inputting lots of data that conflicts with one another and overlays with one another.

So we're trying to advocate on that front. I think that's a really good example of where there are different strands of work trying to get at this, but it is a challenge. So we can work together, Mark, and have a look at where there's overlap. And also, I've made notes, and I'm fairly certain Rachel's made notes, that we'll pick it up from our side and have those conversations, Mark.

in relation to giving you some assurance. Lovely, thank you. So I don't think it needs to come back to the next Pam. But Mike, if you can, if you can let us have that sort of analysis of the stuff by the end of November and nearly end of box open now, so I won't say the end of this month. But if you can let us have that by the end of November, we can carry on that work.

So thank you. Dave, I think that's done with you, Mark. Thank you very much for your presentation. I'll let you go. As ever, you're more than welcome to stay for the rest of it, but given your drive for efficiency, I'm sure there's other things you can do with your time. But thanks for joining us.

Hugh, isn't there? Right, Matthew, now we are back with you. I think we've got the normal presentation on KPIs and then specifically an update on abstraction.

Take that, Trevor, or do you want to take them? Yes, so the main pack that we run through in our performance groups each month is added live for the meeting. The slides that I will essentially share, successful or not, that is. Not successful.

Right.

Essentially, there's no real kind of anything new in here other than what's already in that forms pack with the exception of 1 slide, which I'll explain. So you can refer to those kind of in the meeting packs after the meeting. But picking up on the focus area. So first off, I was asked to just give a brief profile of retention.

recruitment in the context of availability of service resources, deployability. So, I'll touch on that briefly first. There's a positive picture for us really of retention. We've been working hard at this in force. We as a force historically struggled with retention over and above other forces. There are some

environmental factors around that, cost of forming in the southeast, proximity to other forces that are big draws for recruitment. So, it's been a real focus for us over the last three or four years, really, and we've seen some progress on that front. This profile is a bit more recent, but I thought it would just be worth just reflecting on where we were.

So back in 2024, our attrition rate was up 10% and that was significantly above the national average. Our attrition rate now is at 6.7%, which is below the national force average for the first time. That fell below in June, has remained below that.

national average, which is really good to see, because we have struggled with that in the past. And that's been driven by the work that you can see in a bit more detail, the profiles out September to August 25, 26 versus the previous year. And you can see there in the table on the right hand side, our resignation profile has dropped fairly significantly, 18% there.

45 year resignations this year when compared to last. That's been driven by a really good reduction in the number of probationers leaving the force, which has been a real focus of our retention team, making sure that we are getting the right people in in the first instance. So making sure that the people that are coming through interview

The interview process is robust and we are articulating out what life will really feel like for Officers in force, and that helps them keep the right people in that process, which has been a real focus for us. I think that's an important thing to stress, because

we've discussed it here often enough, is that retention is important, but it's not just about making sure that nobody ever leaves. It's about getting the right people in the 1st place, so they don't want to leave.

rather than forcing people to stay when the job isn't right for them and they're not right for the job. It's exactly that. And that's where the focus and the effort has been on that front end, really, to try and drive that focus around one second clear expectations for people when they're coming in. Are you able to tell us, Matty, on the probation of figures?

114 in the last 12 months. Out of how many recruited? Do you know that? Yeah, sure. I don't have to hand you any back and forth. I think that would be a really strong story to tell, only because I was talking to somebody from another force yesterday and they were telling me that out of a cohort,

only one probationer remained and the rest had resigned. So I think there's a potentially really strong story there. Yeah, absolutely. And it would be interesting to understand that. Yeah, I suggest that probably that in that cohort, that what probation was the problem. One thing I'd say is that the papers taken to the Police and Crime panel might have that information already in, so I'll double check that. No, that's really helpful. Thank you. But we've got that in the background. Thank you. So the one thing I did want to point out in terms of areas for us to have a watchful eye on is the other levers.

line is the bottom line, just on the total there on that table. And you can see there we are 17 leavers up in that profile. There are a mixture of reasons for leaving in that profile, but the main one is transfers to other forces. So that's one thing that the retention team are already focusing on. We have seen an up tick in the transfers to other forces.

Some of that's been driven by very specific reasons. So some of the forces have been offering relocation payments to offices and the cost of living in the Southeast. As we all know, cost of living is a struggle for everybody across the country, but particularly in this area, it's a challenge. So that is one element. The other element is the rhythm of

of intakes and recruitment from other forces and our own force swings and shifts. So as an example, there's been a shift into Bedfordshire around some recruitment they've done around the airport and Luton, and that has taken a number of officers into that profile. So there are some shifts there that the retention team are very focused on. My team in such improvement

are doing some work around the detail of the interviews that happen with every officer that leaves the force around what has driven their reasons for that, specifically in that transferring to other forces. Is there anything we can do to prevent that? The other thing to just reference briefly is the work around the stay and stay process. So this is the process where

Officers have let us know that they're intending on the force and we then put an action in place with the retention team to discuss the reasons behind that with those officers in an attempt to try and solve some of those potential problems and encourage them to stay with the TVP if that's the right decision to make. And it's been offered out to 48 officers and 14 of those

now remain in the force. So a fairly good return of those officers and that process. So that's going to be a process that stays in place to help put that process on. And I know there's been a lot of work done in the past for identifying some of the main reasons for people wanting to leave. But think about the much more granular stuff, which probably that

say and stay allows you to get into, which is more than the exit interview afterwards. This is a much less attractive conversation. Are there any patterns emerging? I pick a controversial example for one is 1 particular sergeant manages their team very badly, and you end up with a number of people in one team wanting to wanting to leave. Are you able to pick up a pattern like that to be able to try and deal with the calls rather than just saying, on a one of basically you might have moved to another team, you'll be happier over there. But actually, if you got three or four of those, then you've got a problem elsewhere that you need to resolve. So how are we managing that process around

get to the root cause rather than just mitigating. Yeah, so I can't speak for the 14 officers themselves or advocating what drove them all to stay and what the reasons were. I think they're very individualistic reasons. However, on that point around theming the reasons officers are leaving, that's one of the big reasons why my team have gotten far more involved in this process and support of the recruitment teams, because we're able to analyse that profile from the leaving interviews that we now undertake.

We've changed the leading interview themselves to be more specific in those in the questioning that we provide that so that those themes are easier to draw out till we get to the heart of things. In terms of the themes themselves, there is some overlay with the Osikilo wellbeing survey that's gone out to all forces recently around the

work balance, work-life balance.

stresses at work, those sorts of elements. So the team are focusing on discussing what that might look like and what we can do in force to help some of those stresses. There are also a number of other factors that come through fairly regularly, which are outside of TVP control around people's own personal circumstances that want to move to different areas, those different things that, again, we do suffer with being in the southeast. So those things are far more evident to us now. We feed those back into the retention team to do some focus work around. Again, that's part of the reason we have put so much effort into that probationer profile and trying to inform officers, because what we're seeing out of those leaving interviews was I came into the force, I thought it was one thing, it became something different very quickly. And that was a core driver behind us then in inserting our main effort into that, setting that clear expectations, giving them a realistic understanding of what being an officer is going to be like, around a shift pattern around the advance pace, those sorts of things.

which has helped in that space. So I'm confident continuing that sort of approach will continue to help us. I think anecdotally, I hear that often officers are leaving because they can get promotion into other Forces that have senior level and they've not been able to achieve that.

Have you got, I know there's work going on on the promotions processes via Nikki's team and that sort of thing. Are you seeing any theme like that coming out or is that just anecdotal individualistic views? That's not been a significant theme from the wider body of legal information that we've had. I'm sure it's a factor for some people. I would say two ways as well. Yeah. Because I think, to be honest with you. So you're getting people come in. And I would say actually, you know, and I wouldn't say it's, you know, for every case, but I think that is actually quite a good thing as well. And I think, you know, we've got some examples where, you know, we've had some really good people. For whatever reasoning, we're not successful in the post force, whatever that was.

Yeah, they should really shone here. So, so again, I think it's quite a good, a good thing, and actually I think a little bit of, including this evening, I would say actually more of that would be quite good to get cross-pollination really good ideas and things as well, which is we know, because the cost of living in things can really be challenged. It doesn't happen sometimes. I think that's a really important point, because often.

people can feel frustrated with the emotion in their own force, but actually it stops that force becoming stagnant. So, yeah, no, that's helpful. Thank you. Can I just mention a point at the beginning if you're going to come on to these? There's a couple of things that sort of struck me as well. The point that Matthew makes around getting the right people on the bus at the start so that we can retain them then the right people. Again, that sort of operational awareness of what the role involves, really, really important. We're using a part of sort of national trial and using virtual reality to try and do that a bit better. So operational scenarios for using the scenario in order to

really give people a sense of, look, if you don't want to be spat at or potentially assaulted, whilst we've never condone either of that, actually, this is what it can look and feel like on a Friday night in class or wedding or wherever. So, you know, some of those things, I think, help as well. I mean, the chief may have mentioned that previous one of these, so forgive me, but all of the great work that Matthew you supported.

Jason and Baillie doing around the Sentencing Act and Andrew Harper led to a four-fold increase in the number of applicants for the force since all of that, which is astonishing. Gillian, like you've mentioned, a number of forces are really, really under caution in terms of the pipeline of recruitment in and are really not seeing applicants, let alone good quality applicants, and we are not experiencing that at all, which again I think is a really positive point. And I was at a transferee course down in South Hampshire with all the last 18 really good people, could not speak highly enough of the training provision, the quality, some had left.

and some were returning because they've gone into other forces, they've gone into other completely different roles, actually, you know, fulfill an ambition as a teacher, for example, just came back. And so, you know, again, we're not capturing that in the data you've got here, but there's some really good, interesting stuff. And I think that would be helpful to understand.

What I have got just recently from Nicky is that, I think, Rachael, it's going to be you or I that are attending the workforce planning. So we will get that data, Matthew, and be able to give you updates in relation to that moving forward, because I think you're right.

I think that's really important. Yeah. And one of the things that sort of mitigating your sort of example, Matthew, around the, you know, where you've got a bad sergeant and then a number of people who are leaving from that team. We do put a

lot of work now to monitor team performance. And one of the things that unsurprisingly correlates really clearly where a team's performance is rubbish. you can track it down to the quality of the people, the quality of the leadership often. And we're flagging that, aren't we, Matty, through Heather's profile every month now. So all of the commanders and all the heads of department will see a good sergeant and a list good sergeant and what's being done about it. So then the forced performance will be by quiz the LCU commanders and departmental heads around her.

Well, the team, whatever, wherever, not quite performing wise that, and then they, they, yeah, they understand why that is, and it's because they've got an acting sergeant, who's new, or there's a few issues. So, again, we've got some data inside which we then do use to try and mitigate the risk that you've just alluded to there. Can you just clarify, Matty? It says TVP has the sixth highest resignation attrition. ranked, an increase of 1 rank compared to last month. So were you 7th last month and you've gone to 6th or? No, so we were getting worse or getting better. One better than last time. Right. Yes, we are. So our resignation rate was going to come on to the profile of that attrition rate. So attrition rate is a number of officers we are losing.

through various different leaving profiles, like you've got at the table. So resignation, retirement, other leavers. TVP have, for the last three or four years at least, had a very good record of keeping people at that retirement stage. So officers that have spent their career potentially with TVP,

Love working for TVP, still passionate, want to remain in the job, and obviously an officer's retirement age is not the retirement age that the general public would have in that mind of, you know, 75, that can come much, much earlier. So after a 30 year service at the minute, that will change as you move through time. Where are struggle that has been against other forces has been that resignation profile, which is why we've funneled the work we have into that resignation profile at the junior end of our cohort. So we are still seeing a very good retirement retention profile in comparison to other forces, which is why that resignation profile is normally focused on.

So we are getting better at the resignation. But again, because of South East and that balance that we've had, we are at that end of the challenge. And a risk that I'm aware of, but I'm not sure how significant a risk it is, is the potential for government to tax lump sums.

from pensions. Are you concerned about that as a risk to retention because officers may decide to leave earlier than they'd otherwise intended? Yeah, so I don't have the details around exactly when that is going to come into effect. I think it was based on each officer because of how long they've been in service and what their pension structure looks like.

What I would say is that I think that is a danger that all suits are facing and will get worse as time moves through. So I think that because we are in a fairly healthy position on our retirement profile, that's going to affect us slightly less than others because of that balance. But it is definitely a challenge. And I think Some of the difficulty about that would be trying to understand whether or not there is a significant cliff edge that we might face. That's not worrying. Somewhat of time happens. But I think that that's less clear because each officer will be in their own unique situation based on how long their service has been with that profile. How could you project that, do you think?

Just one for the recruitment team. I can take that back to Kathryn and Dean and I mean I know that they understand that profile for anyone for officers that come up to it and each officer is aware of that situation. I think it would be helpful to see that being discussed in the workforce planning, the strategic workforce planning meeting. Because if there is going to be a cliff edge, we need to be aware of that because of the inexperienced officers, etc. Yeah. Okay. I'm conscious of time. You're going to do an update on instructions and deployment. Yes. So, firstly, we monitor our... neighborhood abstractions consistently through force. We were one of the first forces to be able to do this in detail because we have a neighborhood app that neighborhood officers account for their time through. I mean, this is interesting. I just mentioned this now because it's been raised with me and I've reflected on it because this is data I really, I think is really valuable and I really want us to know it.

However, I know that if I speak to neighborhood officers, one of their frustrations, the exactly sorts of things we've talked about with Project Form Australia is this neighborhood app. I've now got to go into this app every time I do anything and record it. And I think, so I'm not saying we should withdraw it straight away because I want the data as well, but

I do think it's a little bit we need to challenge ourselves around the data we want and how we how we get it, because there is a there's a burden to all these nice graphs that you produce. Yeah, so I mean, as the as the individual kind of responsible for articulating our performance in force, that balance is always very kind of keen in my

in my mind.

We're having quite a long conversation about a different piece of performance information for PSG just last week on that front. And there is a balance between being able to identify what your performance looks like and having a robust recording process around that so that you can understand some of the questions that you both have asked today. And

overly putting bureaucracy into our front line. And there's a sweet spot to settle on with that. What I would say is I think that my reflection is that if you talk to the front line, that sweet spot will always skew towards the please don't ask us to do more writing down of things. And if you were to potentially ask me, the answer would not be that I want them to do more writing down. But if you want me to be able to articulate answers to these performance questions,

I have to have a body of evidence to rely on, and it can't be based on anecdotes. And so there's a there's a there's an interesting balance to strike. And how we use technology to achieve that data that you want is my argument to that. We don't want officers writing more stuff down, but how can we utilise that best technology? I have a cornerstone in some of those spaces to try and improve that improvements guide. I don't need to track this because this is interesting.

It's the useful stuff, but yeah, it's a it's a itself, because it's the name of that is a really good example of something that we've sat in this room and praised the neighborhood act about all of the good data it gives us. We go out to partners and he says, "This is great with your neighborhood app, and then I sit in a car with the neighborhood officer, and the first thing they complain about is the neighborhood app, and I do get that.

We need to get that balance right. I think on the technology point, though, this is where this would help. So now we've got a position, a growing technology solution to, for example, when an officer has attended an emergency call and arrived at the club. So we've had a credit problem, haven't we, Matthew, where the officer hasn't pressed the right button on the radio, so therefore hasn't logged the fact that they were there even though they were there.

Now, of course, now we've automated that, and there's a mechanism that sooner, and that would be the ideal. Geofence on your little hotspot, you don't have to do anything. You turn up, it records the fact you're there, it records when you left, you know how long you've been there. That would be where we were not there yet. I agree. And I think just last point on Venice.

The focus that we need to apply in those areas for policing is challenging because of the way we are funded, which we've heard from Linda this morning. We need clarity and focus on what we are most, one of the most important things for us.

and how government and HMICFRS and our other partners will hold us to account. If there's focus in those areas, we can focus our technology efforts in order to make sure that the data is available to articulate those performance improvements. If that focus is not there, it becomes very challenging for us because then you need answers to questions across the board and we don't have unlimited resources to put technological solutions to get us to those answers. So it's a challenge. Okay, so in terms of the profile of our abstraction, so this is a short slide around the definitions around what constitutes an abstraction and which different abstractions fall into different elements. So I'll touch on a couple, but I won't go into too much detail.

First off, the block in blue, these are our planned operations. But for a neighborhood team, it's not operations within your own neighborhood. It's not those smaller operations that are neighborhood focused. And I'll come on some of those. They are the larger force wide scale operations that we plan for, account for, and that we can see where offs are being extracted. And that is by no means restricted to neighborhood. Actually, the vast majority

depending on the operation, don't come from neighborhood, they come from other areas, ICR or joint resources. In terms of those planned operations, there were eight planned operations over the summer, which required 100 shifts or more to be extracted. Now, that's not 100 officers necessarily. That could be an officer working three or four shifts in a row. So a really good example of that is

Reading Festival. So you don't have 100 officers all abstracted for the same shift necessarily, but you have one officer that will do the weekend and they will go on their shift. So that's one shift, you know, for each of the days that all the shift pattern would appear on. That's not a really big summer for us. There are the summers that we have, you know, state visits and large scale operations.

but it is fairly representative for TVP. As I've mentioned there, Running Festival, Henry Gatta. We've got operational resilience with our Opcc Reserve that we always have an element that we are able to stand up for public order issues or protests, things like that. Those officers will be doing other business as usual.

work whilst they are on our preserve. So it's not an exclusive abstraction at that point. If there's no need for those reserves to be deployed to, for example, a protest, they'll be doing their normal neighborhood for my shop business. And then the World Cup

matches, we have operational commitment around World Cup matches, which we obviously had over the summer.

The other profiles that sit underneath that fall more into the unplanned abstractions that enabled officer might be drawn into based on the demand that is coming through to the force. But some of them, even though even in there, are planned. So the Windsor Guard, we always know what we need to cover the Windsor Guard. That's an operation that is just a normal part of our business as usual. We just are able to articulate which officer are doing that.

and it helps them to balance that resource. So if I move to this slide here, this is our abstraction profile by month. And it gives it a fairly stable pattern for us. On the right hand side, the bar chart is kind of horizontal and going down in order. ICR cover is top.

one, prisoner handling next, scene watch next, those operations, and then critical or major incidents. That's a fairly standard pattern for our agent abstraction profile.

Really important point on this slide there. So again, coming back to that app, until recently where we put a fix in with that app,

Officers were able to essentially enter their abstraction incorrectly. So a couple of officers that, for example, were distracted for about 500 hours. That clearly isn't right. That's a recording error. But the problem is that we can't just remove those out of the system. So we have to account for it. So that's what the dark blue bars are in June and July. Anything in the dark blue was a recording error where one officer has said that they've been distracted for.

It should be the shift, but actually it went over, you know, multiple days. So when you articulate those out, the 6 and 7% abstraction rate in June and July actually falls to 3% and 2% respectively, which is in line with what we would expect to see in those other months. So nothing overly concerning there. And the element in the light blue on that top left,

All those plan operations that I mentioned previously, so really festival or the regatta that we know that we need to draw our officers for.

And then the last update I was asked to give was... Sorry, Matthew, just go back very quickly. Is there anything that can be done to reduce the unplanned abstractions in the ICR cover, given that is significantly? I know the overall is only two or three percent, but given Matthew's focus on neighborhood policing officers being in their neighborhoods and being visible.

the increase being seen. Is there anything else that can be done to reduce that

impact? Yeah, so there are two points I make about that. The first one is about the recording practices of our neighborhood officers themselves. So if they are responding to an incident within their neighborhood, we would expect that to be within their neighborhood business. And if it's of a kind of less urgency, then that's that ought to be reflected within their normal neighbor business. There are some records that we know that they will put in while I was doing ICR cover. Actually, if that's in your neighborhood, that is supporting your neighborhood community and that is fair and reasonable use of a neighbor officer's time. So there's some balance there. However,

There's no doubt that that ICR cover does also profile out the areas of demand that we are facing across ICR that are challenging for us to meet and enable offices are flexed into that in order to support. On that front, probably the clearest example I can give is the presentation I gave to the liaison around the demand planning for our summer demand profile. This profile is obviously our summer months, just based on where we are in the year. And there's no doubt that the prolonged period of temperatures and the demand profile that we're seeing across the country around our number of 999 calls rising made our frontline response very challenging in order to meet our service level agreements for how quickly we get to incidents.

that would have drawn neighbored officers in order to support the ICR teams that were struggling with that profile. One thing we've done with that analysis, and I won't go into too much detail because you were there for it, but is being able to articulate when those hotspots are going to come to us, and then plan better for them into coming. That's really helpful. So we can.

hope to see that come down. Yeah, that should be part of it. But also, it's about looking at our resourcing as a whole and understanding, well, where do we want to shift and funnel kind of resourcing so we know that it meets the demand. Thank you. And the last slide is on what's happening with those neighbored officers when they are kind of in their business as usual, they're deploying as they would normally do. And I got some highlights from John Batty and others, and I just wanted to give a bit of kind of meat to the bones of this slide. This is a slide that's in our performance pack regularly, we discuss the top profile there around 100%. That last column at 99% is actually 100%. It's just a kind of funding issue, but it's essentially looking at whether we're meeting with a guarantee commitment.

The couple of charts on the bottom are our patrol activity. You can see our patrols are up when compared with last month. This was our August profile. But I just

wanted to touch on the total outcome type with patrol activity on the bottom left. It's quite difficult to see kind of on the main screen over there. But the top one is disruption. Second one is community engagement or feedback.

Third one is preventative measures. And you can see in those profiles that we've got a lot of work in disruption, a lot of work in community engagement and feedback. And some of the kind of reality of that around disruptions, for example, we use neighborhood resources to disrupt certain ASB areas and be in those spots and trying to drive some better profile of that. So

There was a particular operation that led to a number of different session with intense supply arrests because of that focused disruption work and picking up multiple people on warrants so that we understand that neighbors can be contributing to outstanding suspects and that sort of profile within their own neighborhoods. That's a really good example of disruption. And then in an ASB related context, the community engagement work is focused on trying to identify hotspots where we may be seeing ASB and do something a little more forward-thinking and proactive rather than just responding to the incident. So a good example came out of Oxfordshire where there was some ASB continually happening around some AstroSurf pitches rather than picking up the ASB reactively every time.

We worked with the fire service, with the local council, with the owner of that Astroturf and put on events so that the young people around that area could come use the use the Astroturfs as intended, and that helped drive down ASB in that area very, very significantly. So, that's just an example of some of the deployment activity that we're seeing in our neighborhoods, and we're trying to engage.

through that work that's recorded to your point, Matthew. Very good. And I think it's worth recording that is very good data in terms of that last one, the performance.

The last column, the nervousness I always have about that as a measure is how we measure the meaning, the definition is a meaningful.

response, which is 72 hours, and which is a little bit more subjective, and having the data that says someone's responded to the e-mail is great. Measuring how meaningful it is, is a bit more tricky. I completely agree.

This is only my personal view, this is not the view of terms, please. But I always have a slight suspicion over any aim that we are aiming for 100% on, because there is always flex within any service we provide. And as you say, Matthew, the focus has to be on quality and not that positive, let's just hit 100% every time. I think it's a good

ambition to set that

time permits so that we know that the public are being responded to quickly. That I think if John were in the room, John Braddy, who will be beds up our neighborhood work, if John were in the room, I think that's where he would say that's where the regular daily focus comes from is community police and command is around what activity you're doing to meaningfully help people rather just hitting the numbers that we need to. The reason that all of these are 100% is because we are being held to account, it comes back to your point, Matthew, very strictly around making sure those are 100%. And actually, I think it's in January, John said, this is going to be profiled out nationally and publicly for every force to display where they are. And I think this is one of the things we need to, is a small thing in the scheme of it, but it's one of those areas we need to be conscious of in terms of the work around potentially replacing single online home and having a different front end to things, which I fully support, I think is a very good thing. But at the moment, single online home is part of that capital, that 72 hours a bit, and is how that's managed now, I think.

There are there are lots of ways of improving that further from the public's perspective, but that's the sort of planning that needs to go into that wider wider piece of work. OK, good. Thank you. Much appreciated.

Anything else from you, Ben, on that? No, I mean, yeah, it is obviously covered monthly. I think one of the things, you know, we and I often gloss over actually, because it just sort of seems business as usual, is the number of increased patrol activities month on month on month. I can't remember the month when they reduced, Matty, but that's very interesting this month and last month. So I think in terms of our collective ambition around wanting to make sure that our police officers, particularly community support officers and others, are visible in our communities, particularly on neighborhoods, you know, we can really demonstrate that, I think, really activate, which is a really sure. OK, that's great. Thank you very much, Nancy.

I will take Ali next just to try and make some of the board. Ben has to stay until the end. So thank you very much for your patience. We will put you near the top of the agenda next time. But it's always a pleasure to have you join us. So I'll hand over to you for the inspections and audit shortly.

Okay, I'm now gonna add an assumption.

So first slide is in relation to the internal audit actions and I think that the key thing

here is the overall actions of our audits are reducing, but this period we have had a bit of an increase in terms of our overdue priority one actions.

So we do prioritise these based on against our things that we've got from an HMIC perspective, but also our strategic plan. But we've also had a, you know, a really busy summer. So, you know, whilst we do have that oversight and governance, I think some of that progress may not quite be as where we want it to be.

But yeah, we have we have made some good progress.

So, Ben, while I've got you in the room on this, because part of your remit is definitely managing some of this across CCMT, obviously you've got some a number outstanding yourself, but how do you how do you feel that's managed across CCMT in terms of

those awarding actions. I mean, it looks, there's a reasonable spread. I'm looking at people's responsibilities and therefore the likelihood that they're going to have more or less knowing what those roles are. Yeah, yeah. I mean, you know, we've certainly done a lot over the last year to sort of beef up the process, basically. So now it's not just a question of.

relying on good people to be diligent and get them done, which, you know, might might absolute the pressures, you know, be okay in normal running and is not.

There's, we've done a lot of work to make sure we are categorizing these and with HMICFRS and others effectively, effectively, so that, for example, where there is duplication overlap, which there is in some places, and actually we can understand that better.

and be more clear about how we do that. We're using our staff officers more proactively now as well to make sure that, you know, where we can really hone in on those particular priority ones, then we do that effectively. And again, through the risk improvement learning meeting, obviously through here and through the joint audit, committee, that's where that all sort of all maps out. So in effect through my risk improvement learning meeting, that's where I track people's progress against completion of those and then hold obviously individuals to account for delivering on those. So yeah, it's unfortunate. I think we've just had a really busy summer. And of course, as we've had

people recently, you then get a whole stack of additional areas from improvement as well, which is understandable. But as well as the completion plus trying to really reduce that duplication, those, that's been really where our focus is. But in terms of the processes and mechanisms, you know, they are certainly more effective now than

they were a year ago.

And as you can see, in terms of the numbers, in terms of the change, the direction of travel is positive, which is not making quite as much progress as I want as quickly as I'd like. So we're looking at some of those where there's some potential outliers, which have a particularly high number of AB Dukes, a bit of crime, as the obvious standout on that chart. I wouldn't suggest

now, the point about the improvements that we've seen. But I think there's a further potential escalation, which may or may not be helpful from your perspective, but it's perhaps another stick in that actually if we've got significantly overdue audits, then it's something that through these liaison meetings in a more public forum, that I might be saying to Jason, actually, we want an update on that.

and you can bring along whoever is responsible for that to explain the progress on those outstanding audits. That's in a much more public forum and get a bit more scrutiny around some of those and hold to account through the Chief. So I'm not suggesting we do that now for these, but I think if we get to the next quarter and we've got

a number of outstanding ones in mind when we're looking at our agenda planning, Rachel, that we look to identify. I mean, we get really good engagement on these generally. I think our learning is being some people are overly ambitious with the dates by which they have to achieve things by. So that's something we're obviously trying to embed a little bit better. But I do work with Amy really closely in your team, Gillian, just to make sure we prioritize the areas.

that she feels we need to as well. So, but that's a good opportunity. Some of the, we've had a number that have been in a domestic abuse arena as well, which should be very long term and are therefore quite out of date, but of course they rely on some national progress in relation to mechanisms and policy and procedures as well, which of course are perfectly reasonable in terms of you have ignored recommendation on it, but actually the

is not enough to resolve it. So there are a number, I'm not saying that's all of them at all, but there are a number which unfortunately just mean that they're going to show red for quite a while. I mean, without me getting bogged down, my view would be that if there are then those mitigations, then whoever's the holder of that risk should be going back to audit and saying, this isn't achievable. Can you please reassess my audit risk? So I'm not showing this outstanding.

Otherwise, it gives an unfair view about it. I don't think we've done that, have we? In

pockets. I think it would be helpful to see also what are the themes and the reasons, because just picking on you, Ben, because I can, you've got 29 outstanding. There may be several of those that are outstanding because of national progress needing to be made, given your rank.

So I think more than the numbers here, it would be useful to see what themes for the reasons why. And one example, one of yours is fire, well, one of mine is fire safety. There are a number of actions that have closed since this report anyway, but some of those we won't close until we know it's embedded. We've done the activity, but it's got land and actually, you know, be maintained.

In which case, the deadline dates. Actually, we need to look at the deadline dates and not be so right for our bit. Yes, so the difference between implementation and assurance, isn't it? Like saying we work on a year, make sure it's assured, might be six months or something.

Yeah, OK. No, thanks for asking. OK, and then HMICFRS.

HC, we have, yeah, I mean, there is a general downward trajectory. People are, you know, we've got a really robust process around this. Now, we've got an excellent person helping us with these, where we've got the lines going up, again, on that graph, that's because of new reports coming in with additional recommendations.

So we've got a robust plan around all of our HMIC areas for improvement. And again, the governance sits with Ben's risk improvement and learning meeting where we've got oversight of those and some delivery dates. But again, some of those are real big meaty transformations that we need to land and go through. So

I think it's quite a positive picture of these.

OK, that's helpful. Then I've got anything more on those.

Thank you. Just to remind me, and I shouldn't be able to recall, but the green line at the bottom, obviously, we want zero for that. What was the one outstanding cause of concern that was closed? That was in custody. And so we've had confirmation that that is, yeah, we don't have a cause for concern. We've got a number of different AFIs that we now need to.

Excellent. OK. That's good. Lovely. Thank you very much for that, and thank you for your patience as ever. Right, Ben, we've got two more items on our agenda. Please, the form is for me, reservation. We don't know what's going on.

We should by now have had some legislation present to Carolyn. We haven't. Our next meeting is on the 20th of January. We had to hope that the Home Office will have got the first reading of the legislation by the 20th of January. We were

expecting draft legislation, according to the Npcc update last week.

in November. I'm not holding my breath, I don't think, at the moment for that to actually be achieved. But we've got meetings with the Home Office where we try and push them to give us realistic deadlines. And without going into that.

but I guess the thing is better if you have anything different through the OPCC, unless what would be the legislation, but the Lord Hogan Howe review, which again, I've also heard November was being talked about, but that seems to have been talking to the longer answer, what the latest is. Yeah, no, I get it certainly.

conjecture, so I can't really add to that. I wouldn't be surprised if it's just shelved somewhere, probably in everything else about it. Hard to say, isn't it? Until we understand the devolution agenda, I don't think anything is going to go forward. We won't get around a circle on that one. We will. Operational highlights then.

One item that I want to raise is you're aware of, but anything else that you wanted to say? Yeah, I think just, you know, since in the last month, a couple of things that are worth mentioning, you know, we obviously are continuing to investigate some high profile investigations, long running, for which obviously is a significant resource.

profile for those. So again, I won't go into the sort of details of them, but you know, as people will be aware, those are ongoing and long term. We have seen, as you'll be aware, recent requests for mutual aid support for policing, policing around protest, not least of which around Gosport in Hampshire is our most

near one irrespective of obviously small boat crossings. So that's something that we've been continuing to support Hampshire colleagues with as well. Last week, we had the state visit for the Sultan of Oman, which went very, very well in Windsor. Chief Constable attended that. It was obviously policed effectively. I think the weather was atrocious. So everyone got wet, but other than that.

Passed by well. I was going to mention actually the demand analysis that Matthias had done, which again, you'll be aware of, which he referenced as well around, you know, really helping us in light of the summer demand, in light of the hot weather in the summer, anticipating similar summers in the future. What does that look like now for us in terms of our readiness and planning, not just the next year, but also obviously for 2028, when there are lots of concurrent events.

That, so that's how much of that analysis we put in the public, because I know you raised it at Wokingham when we were council, so I think that the concept of it is certainly worthwhile. I think actually the analysis is quite helpful. Are we sharing that more publicly? Yeah, we will be. I think trying to work out is, particularly now that we

know what we know and again, recognizing that there's a...

There's another agency element to some of that in terms of health colleagues and ambulance, and the sort of usual sort of tensions there, if you will, is what to do. We want to raise it in those sort of multi-agency contexts first, so people are aware that we are we are saying that there's an increased demand for us here as well as on health. And I think I mentioned is that.

that liaison with my manager did this paper, but I think it's also worth us thinking about, although hopefully it won't be quite a significant. You talk about the atrocious weather in Windsor for the for the solvent visit, the bad weather will bring different problems as well as the good weather. So it would be naive to think to just a summer problem, it might be more acute, but in that.

part of the planning for it, when you think about what does more trees down on our roads, flooding, those sorts of things that you don't seem sort of not the serious as triggering an RF response, but there is significantly increased demand. But yeah, and so through the local resilience forum, certainly, you know, there are meetings over the last couple of weeks around, you know, the low levels

in our national reservoirs around water shortages, and you can, obviously, last week, as you said, flooding, debris, and at risk to health and life, because of that, we see the deaf company in and Cornwall. So, absolutely, I think, you know, it's not unusual for the LRFs, it might not stand up a strategic.

were very readily stand up, you know, multi able to see store teleconference to certainly at the very brief partners on that and that happens routinely and certainly was happening over in terms of storm maintenance, for example, over the last weekend. Great. So the area that I wanted to raise, which you're aware of, it would have seen

the coverage over the weekend of the Met Commissioner saying publicly that the Met will not be seeking to enforce low level breaches of license for people on early release. I mean, I guess all people on license, because there are people forget there are a volume of people out there on license regardless anyway. And I want to seek some reassurance from a TVP perspective about the enforcement of those license conditions.

Yeah, so again, I saw it in the news over the weekend as well, Matthew, and I wasn't aware that that was happening. Not necessarily would have been. It's not a national position that I'm aware of or the TVP is aware of. It's not an approach that we are taking here. There is a national assessment process whenever any breach happens,

which is about seeking the information, assessing it, deciding what happens. and then updating, you know, obviously, the multi-agency partners as well. We apply that routinely, have been applying it routinely. We're not suggesting any change or degradation of that provision. My guess would be that, you know, because of the volumes that they are experiencing at the moment, they've made the decision. they have on that basis and not anything else. But we're not seeing at this stage, again, comparatively early days, the significant increases in the breaches that are causing us to sort of need to reconsider that position at this stage. And I would say there's a national position which will follow it.

My view would be it would have been entirely the wrong thing to do, that if you give people the, whether it be good law abiding folk who expect the police to protect them or those people are out on licence, if you give the indication that minor breaches won't be a false, then why would you bother complying with any of your recommendations? Because where you draw the line about...

what is what is minor. And I think the biggest risk has been highlighted has been to women who might be victims of domestic abuse or other violence in the past. I think for those individuals in particular, that message being sent out by the commissioner is really concerning because a

an hour late on a curfew might not seem like much, but if during that hours period that person has been causing some particular harm to a victim, or if they get away with the hour on the curfew, then why do I need to stay away from that address that my license said I need to because I didn't bother reporting the first bit. So I think there's a real risk there and I'm very conscious that

Whenever the Met speak, the public will assume that of view of policing nationally. So, I'm grateful for the reassurance that the process in terms of only remains unchanged, because the reporting certainly gave the impression that it was a deliberate lessening of control from the Met. And I think I should concern it. Thank you.

Great. In which case, no any other business? Anything that I've missed? Anybody wants to raise? No, thank you. Excellent stuff. In which case, we'll draw it into a close. Thank you very much. Thank you.