

# Meeting Notes

- Title:** Performance and Delivery Board
- Date & time:** Wednesday 8 September 2021
- Venue:** Kent Police Headquarters, North Kent (also broadcast via Microsoft Teams Live)
- Attendees:**
- Office of the Kent Police and Crime Commissioner:**
- Matthew Scott - Police and Crime Commissioner (PCC)
  - Adrian Harper - Chief Executive (CE)
  - Rob Phillips - Chief Finance Officer (CFO)
- Kent Police:**
- Alan Pughsley - Chief Constable
  - Simon Wilson - Assistant Chief Constable (ACC)

## 1. Welcome & Introduction

- The PCC welcomed all attendees and advised that the meeting was being held at Kent Police Headquarters, North Kent, as well as being broadcast live via his website.
- He advised that he was conducting an Inquiry into Violence Against Women and Girls (VAWG). The PCC thanked the Force for the paper and explained the meeting would focus on how VAWG was reflected in its work.

## 2. Notes of Previous Meeting – 30 June 2021

The notes were agreed as a true and accurate record; there were no actions.

## 3. Safer in Kent Plan: Delivery and Performance - Violence Against Women and Girls (VAWG) focus

- The Chief Constable confirmed that VAWG was a priority and invited ACC Wilson, the Force lead, to give a presentation on how it was addressing the issue.
- ACC Wilson highlighted the Government published Tackling VAWG Strategy published in July 2021, adding that it had four priorities: Prioritising Prevention; Supporting Victims; Pursuing Perpetrators; and a Stronger System.
- He said on 7 July HMICFRS published an interim report on tackling VAWG which made three detailed recommendations aimed at: strengthening the whole system approach through government policy, legislation and statutory responsibility; taking a stronger offender focused approach; and improving victim support.
- He also noted there had been a number of testimonies on the Everyone's Invited website that showed many females suffered in silence, having been subject to abuse and harassment on a regular basis.
- He explained that VAWG was not a new priority as it had been an area of focus for many years, adding the Force's response was embedded in the Mission, Vision, Values and Priorities in terms of delivering a first-class service.
- In terms of context, he said VAWG related, but was not limited to: Domestic Abuse (DA); Stalking; Female Genital Mutilation (FGM), Forced Marriage and Honour Based Abuse (HBA); Rape and Serious Sexual Offences; Child Sexual Exploitation (CSE); and Public Space Safety.

### **Putting victims first**

- ACC Wilson advised that the Force launched its updated Victim and Witness Strategy in April 2020, providing direction and focus to ensure victims and witnesses received the best possible service. Crucially, it also reinforced that victims of Sexual Offences and DA required an enhanced service.
- In November 2020, the Force launched an updated DA Improvement Strategy which was in step with the Government's Tackling VAWG Strategy, the Kent and Medway DA Strategy and provisions of the impending DA Act. It was accompanied by a Tactical Delivery Plan that was built on the four pillars that underpin the national 4 'P' approach: Prevention and early intervention; Provision of services; Partnership working; and Pursuing perpetrators.

- The Rape Improvement Strategy was launched in March 2021, in line with the NPCC National Vulnerability Action Plan, the Kent and Medway Safeguarding Children Procedures, the Kent and Medway Safeguarding Adult Procedures, the Government's Tackling VAWG Strategy and the CPS Rape and Serious Sexual Offence Strategy.
- The Rape Improvement Group (RIG) conducted end-to-end reviews of how Rape cases progressed through the justice system. It actively sought to increase the volume of code compliant Rape referrals to CPS for a charging decision, improve the timeliness of police investigations as well as prosecution outcomes to improve public confidence.
- In terms of child protection arrangements, Kent Police were inspected by HMICFRS in March 2020. ACC Wilson stated the Force welcomed inspection activity and were pleased to see improvements from the previous inspection, but also accepted there was more to do. He said this was around investigations, hearing the voice of the child through interactions and the referral process, but work was already underway to address them.
- In terms of victim engagement he referred to Victim Support commissioned by the PCC, adding it was a very effective service receiving over 100,000 referrals in 2020/21, with 93.5% victim satisfaction. He added that current arrangements also included funding for a Stalking Advocate and a Hate Crime Advocate.
- Vulnerability Hubs and Early Victim Engagement Officers had been established to enhance the virtual response to DA. The officers made early contact where safe to do so and sought to provide support and safeguarding advice.
- Victim Satisfaction Surveys were conducted each month with victims of Rape and DA to monitor the effectiveness of the Force's response and understand how it could improve.
- ACC Wilson highlighted some of the tailored responses provided across the crime types relevant to VAWG.

#### Rape

- The Force referred victims to the Sexual Assault Referral Clinic which was currently subject to re-commissioning.
- When investigating Sexual Offences, the Force referred survivors to the Independent Sexual Violence Advisory Service commissioned to Family Matters which offered invaluable, tailored confidential support.
- Sexual Offence Liaison Officers introduced in 2019. Across the county there were 37 officers based in Phoenix Teams (dedicated to investigating Rape and Serious Sexual Offences) whose role was to ensure survivors of Rape received the highest standard of tailored care and to act as a single point of contact.
- In terms of technology, the Force was progressing a number of workstreams to develop smoother, less invasive and more timely methods of downloading victims' digital information, in line with government requirements.

#### DA

- Over the last 12 months, the Force had developed and implemented an informative video that could be shown to victims to explain the journey through the criminal justice system.
- Just concluding a pioneering trial of Rapid Video Response which afforded those subject to non-crime incidents of DA the opportunity to engage with the Force remotely where safe to do so, via video technology.
- Specialist DA PCSO's whose role was to raise awareness and perform other functions from co-ordination of welfare visits through to supporting, advising and signposting victims.
- The Independent Domestic Violence Advisor Service commissioned by the PCC's office. The Force referred victims for specialist support and additional safeguarding.

#### Stalking

- Recently established a Multi-Agency Stalking Intervention Panel (MASIP); a monthly multi-agency meeting to discuss all high-risk Stalking cases and those where considering a Stalking Prevention Order.
- Independent Specialist Stalking Advocates commissioned through the Victim Support contract who received in-depth training and provided victims with essential support, ongoing advice and also attended the MASIP.
- Stalking Prevention Orders delivered predominantly through the MASIP; the Force had successfully obtained 34 Orders since the legislation was introduced, 29 of which were in 2021.

#### Child Exploitation

- Dedicated Missing and Child Exploitation Teams (MCETs) proactively investigated and safeguarded children and young people vulnerable to exploitation.
- The AWARE principles (Appearance, Words, Actions, Relationships and Environment) had been introduced to help officers identify hidden harm such as CSE and vulnerability.
- Op WISDOM – an evolution of Op WILLOW looking at how information gathered from partners was acted upon by the police in relation to CSE.
- Op MAKESAFE - an initiative led by Kent Police with the NPCC in relation to CSE occurring in hotels and working with the industry on signs of concern to encourage early engagement with the police.
- Kent Police also introduced Hidden Harm visits in 2020 during the Covid restrictions. Involved proactive visits to known vulnerable DA victims to ensure their welfare and wellbeing - over 130 victims visited. Due to positive feedback, the visits had now been integrated into business as usual. ACC Wilson added the Force was considering how it might approach such visits in terms of HBA.
- Acknowledging the Rape Improvement Strategy and RIG were effective, the PCC asked if the RIG had identified anything that had specifically contributed to the increase in charge rates, such as early charging advice. Noting the number of Stalking Prevention Orders nationally was very low, but locally there was lots of momentum, the PCC also

asked how the Force ensured officers/staff remained aware of the powers and confident to use them. ACC Wilson advised he would cover these points later in his presentation.

- The CE queried what had made the Hidden Harm visits successful. ACC Wilson stated his belief that to victims it demonstrated the Force actually cared. The fact a crime had not been reported, but there was recognition DA could be continuing showed the Force was proactive and wanted to help. The Chief Constable agreed elaborating that the Force cared for the public, victims, and potential victims, but there was a need for due diligence and safeguarding.

#### **Fighting crime and anti-social behaviour**

- ACC Wilson said this was a real focus, with significant activity to enhance the investigative response; the ambition was always to 'solve the solvable'. He said there was appropriate governance, policies and training to ensure new and experienced officers had access to relevant learning, adding that the Crime Academy was leading on this.
- He explained there was a quality assurance framework whereby every month 660 investigations were reviewed to ensure the investigation was compliant with policy and effective, leading to the right outcome. Where learning was identified, he said feedback was provided to either the Crime Academy or Learning & Development Team.
- Effective use of the crime management system Athena enabled the investigative strategy and plan to be set out, providing support to investigating officers and enabling efficient reviews by Sergeants and Inspectors.
- ACC Wilson said there were a number of dedicated officers and processes that sought to deliver best practice:
  - The DA and Stalking Strategic Manager role had been introduced to provide initiative and co-ordinate the effective response to threat, risk and harm. They were instrumental in setting up the Stalking and Intervention Panel.
  - Dedicated DA and Rape Detective Chief Inspector's on each Division which allowed for a strategic and tactical focus on DA and Rape, but also complemented wider vulnerability investigations.
  - Divisional DA SPOC's (Detective Inspectors) offered advice and guidance to officers.
  - Dedicated Vulnerable Investigation Teams as well as dedicated teams to investigate DA, child abuse and adult abuse, led by Inspectors to ensure investigations conducted in accordance with standards.
  - Evidence-led prosecutions were tracked through the Crime Management and Investigative Quality Board and had a specific policy. So far this year, assessments had been conducted on over 14,000 crimes.
  - Recognition that Stalking Prevention Orders, DA Prevention Orders that will be coming online and various other orders needed to be policed. In process of developing Proactive DA Teams on each Division, with the aim of identifying hidden harm and reducing repeat victimisation by targeting repeat DA suspects.
  - Phoenix (Rape Investigation) Teams - made up of Investigators and Sexual Offence Liaison officers dedicated to investigating reports of Rape. Across the county, the teams consisted of 52 Detective Constables, 12 Detective Sergeants and 4 Detective Inspectors.
  - The Major Crime Unit worked alongside the Phoenix Teams and Vulnerable Investigation Teams in the rare instances of a stranger Rape.
  - The Vulnerability Hub supported and engaged with victims, but also monitored calls for assistance in relation to DA and provided initial specialist advice to attending officers around progressing investigations.
- ACC Wilson referred to the CPS Early Advice Protocol launched in 2020 which provided officers with the opportunity to engage early and set a joint strategy or action plan to help bring Rape offenders to justice. Since 1 November 2020, 108 cases had been referred for advice; considering investigations took approximately six to eight months to conclude, four had reached a charging decision, and two were currently with the CPS.
- The Force had also created DA and Rape Discontinuance Scrutiny Panels to review cases where the police or CPS decided to take no further action and where appropriate, feedback to appropriate teams.
- In terms of Rape, financial year to date, the Force charge rate was 6.9%; joint highest in the Most Similar Group and taking into account the Force's data accuracy of 97%, a significant improvement. The Force was also ranked 3<sup>rd</sup> nationally in terms of charge rate per 1,000 population. In relation to DA, rolling year to date, the Force had also secured 200 more charges compared to last year and against a continual increase in recorded incidents.

#### **Tackling Abuse, exploitation and violence**

- ACC Wilson reiterated the Force could not operate in isolation and that there were a number of arrangements in place to ensure a whole system approach.
  - The Multi-Agency Risk Assessment Conference (MARAC) was a partnership approach to the management of high-risk DA cases, including HBA and Forced Marriage. It promoted a co-ordinated response to support victims and ensured a holistic multi-agency safeguarding plan to reduce further offending. In 2020, it heard over 2,500 cases, with each having a multi-agency safety plan in place to safeguard the victim. There were dedicated Co-ordinators who acted as Force professional leads in terms of expertise, specialist advice and single point of contact for multi-agency risk assessments.
  - With thanks to the PCC, ACC Wilson advised the Force had successfully bid for a Perpetrator Programme in terms of DA and Stalking. He also said Multi-Agency Tasking and Co-ordination (MATAC) would be coming online shortly to look at referrals and where they failed to engage, consider disruption and enforcement activity.
  - Kent Police were represented at the Prevent Channel Panel and provided guidance in terms of interventions or counter-narrative for individuals with misogynistic ideologies who may become radicalised.
  - The Sexual Violence Network was a multi-agency tactical group that supported the work of the DA and Sexual Violence Executive Group.

- The Independent Police Advisory Group (IPAG) had been a critical friend to the Force for a number of years. A DA IPAG had been established supporting the Force's priority to enhance existing processes and support victims.
- CPS Joint Scrutiny in terms of Early Advice, but also monthly pre-charge case progression clinics that allowed investigators and supervisors to have early engagement and seek specific advice.
- ACC Wilson stated there were a number of initiatives in place or supported by the Force, including:
  - The international White Ribbon Movement that was raising awareness of VAWG.
  - DA Support Messaging and signposting on Prescription Bags introduced at the beginning of the first lockdown.
  - Ask for Ani Scheme providing victims of DA with a route to gain support and access services through a pharmacy.
  - Ask for Angela Scheme which provided women with a way to discreetly alert staff within licensed premises predominantly in the NTE, that they may need assistance.
  - Domestic Violence Prevention Notices could be served by the police until a Domestic Violence Prevention Order was granted by a court; both provided short-term protection to victims, by stopping offenders engaging with them. To date, had secured 121 Domestic Violence Protection Orders from the courts.
  - Domestic Violence Disclosure Scheme (DVDS) which gave women the right to ask about historic DA in relation to their partner, or prospective partner.
  - In terms of Forced Marriage, HBA and FGM, the Force had undertaken awareness training. Also participated in a pilot scheme run by the MoJ related to orders being put in place that prevented certain activities.

### **Combatting organised crime and gangs**

- The Force had a dedicated County Lines and Gangs Team (CLGT) that provided a proactive and preventative capability, but also focused on individuals who may be exploited, particularly children. Safeguarding Officers had also been introduced to help support investigations from a slightly different perspective.
- Modern Slavery and Human Trafficking Team (MSHT) were primarily intelligence led, but also supported national campaigns. One particular strand of work was the targeting of organised crime groups and individuals involved in human trafficking for the sex industry, including brothels.
- ACC Wilson said the Force recognised women's' offending could sometimes be linked to being a victim or pressure/violence associated with gang culture. Through the Kent Criminal Justice Board (KCJB), chaired by the PCC, a project had been approved to develop a women's justice process offering alternative options.
- The MCETs proactively investigated offences and safeguarded children, identifying links between missing episodes and vulnerability to exploitation. The Child Exploitation and Missing Co-ordinator provided co-ordination across the teams to ensure working collaboratively and best practice shared.
- Working to the OPCC, the Violence Reduction Unit had set actions in their Strategic Needs Assessment to analyse and understand how girls and young women up to 25 were affected by public space violence, including County Lines.
- OP Atom – in June 2020, the Force successfully bid to the Home Office for IT hardware and software that allowed rapid proactive remote monitoring of offenders through internet connected devices, triaging at scene of computers and mobile phones, screening of offenders for deceptive behaviour and open-source research.

### **Providing visible neighbourhood policing**

- ACC Wilson explained Community Safety Units were proactively co-ordinating activities through a tailored, localised approach to VAWG concerns or areas of criminality. They included Ward officers, licencing and ASB specialists who through a problem-solving approach, sought to address offending, locations of concern and safeguard victims.
- Business Crime Reduction Partnerships worked with licenced premises, taxi businesses and the fast-food industry to encourage night-time economy safety.
- Each town had dedicated Town Centre PCs and PCSOs who were visible and accessible working with the Business Crime Reduction partnerships and communities to build trust and confidence.
- The PCSO Taskforce consisted of 21 officers that Districts could seek the deployment of through tasking processes into areas of high crime or ASB for a longer period.
- Schools Officers were currently being introduced. The team was designed to enhance operational links with schools and educational settings, build relationships and help identify early intervention opportunities with young people.
- Working with local authorities to implement Public Space Protection Orders to create safe spaces in communities.
- Other initiatives included: the OPCC supporting successful bids from Thanet and Canterbury CSPs for Safer Streets 2 funding to address safety in public spaces; CSU's working with the charity SOS Global to deliver refresher training to door staff; and Maidstone CSU leading on the DA Guardian campaign to train door staff, club employees and venue managers to identify those who may be subject to abuse or at risk and offer appropriate support/signposting.
- ACC Wilson referred to a number of operations, including:
  - Op Sark in relation to the murder of PCSO Julia James. He said engagement and high visibility policing was supported by the PCSO Taskforce and included partners to provide reassurance.
  - Op Heart in West Division, whereby the dedicated Rape Teams were providing training to wider multi-agency teams, including Street Pastors and those working at key events.
  - Op Sentry in Folkestone, that was specifically focused on identifying locations of concern for women and girls and providing an additional, visible presence.

### **Delivering an efficient and accessible service**

- ACC Wilson said that in terms of delivering this priority, there were a number of groups and boards that had been referred to. In addition, many of the aforementioned operations and partnership initiatives demonstrated the joint work being undertaken and how the Force was making itself more accessible to the public.
- He highlighted: Crime Data Integrity at circa 97%; DA Satisfaction at 89%; and the Satisfaction of Rape survivors at 88% - and said this demonstrated the legitimacy of Kent Police. He added that Kent Police was also the only Force to be assessed as Outstanding for Legitimacy in every year it had existed under HMICFRS' programme.
- Referring to the culture of the organisation, ACC Wilson outlined some of the internal processes:
  - Counter Corruption Control Strategy through which the Force sought to gather information about officers who were not performing up to standard, or whose behaviour warranted the attention of the police. Guidance and training were being delivered to all staff and lessons learned shared to ensure inappropriate behaviour was tackled early.
  - Staff were empowered to challenge inappropriate behaviour and there were systems to allow the reporting of concerns, including an anonymous email system.
  - Work undertaken around policy, approach and investigation in relation to managing police committed DA.
- He said there were a number of Support Groups within the Force. By way of example, he advised the Kent Network of Women (KNOW) raised awareness and understanding of issues affecting women, they sat on the regional Gender Action Group and had also pledged to support the international HeForShe Agenda.

### **Next steps for the Force**

- In terms of internal action, ACC Wilson reported that the Force had strengthened its strategic governance of VAWG, noting the creation of a new DCI role that would take specific ownership of DA and Rape.
- He advised the StreetSafe initiative was Home Office led and allowed the mapping of locations where females felt vulnerable to VAWG or offences had occurred. The Force would capture the data and where areas of concern were identified, deploy through the Community Safety Unit to improve feelings of safety.
- In terms of work with partners, he said there was a joined up and shared focus on VAWG throughout the criminal justice system, but there was more to do in order to streamline processes and have unified priorities.
- He highlighted increases in victim support services such as the expansion of Independent Domestic Violence Advisors (IDVA's) in health settings and the Safer Women at Night Fund.
- In summary, he noted the Force was progressive in nature and had a drive to grow and improve. He said it welcomed and accepted feedback which it would always use to deliver a first-class service to victims and witnesses.
- Thanking ACC Wilson for the presentation, the PCC asked what understanding the Force had around the rate of victims not supporting a prosecution, and how were cases selected for an evidence-led prosecution. ACC Wilson stated there was a good understanding through feedback from surveys and other mechanisms, with the recently introduced DA IPAG contributing in the future. He said those cases where the victim didn't support a prosecution were all assessed to ensure that where appropriate, the Force considered an evidence-led prosecution. Sometimes there were evidential barriers that prevented progressing a case, or the CPS may consider there to be insufficient evidence. He added the Force was also cognisant of the risk it could potentially pose to the victim. Whilst the Force was victim-focussed, the Chief Constable added that an evidence-led prosecution may be pursued to protect a victim.
- The PCC said he wasn't sure Stalking and Harassment were understood by the public. ACC Wilson said there had been significant training to ensure staff understood the distinction between the two.
- Referring to misogynistic ideology and current Government discussion about recording as a non-crime incident, the PCC asked if would be of benefit and if the Force would be able to respond to such reports. ACC Wilson confirmed the Force would have the ability to respond, adding that there was a need to ensure consistency across police forces and they were currently awaiting national guidance.
- With regards to the relaunch of Op Willow as Op Wisdom, the PCC asked for an update on the public facing communications; ACC Wilson agreed to provide outside of the meeting.
- In relation to Modern Slavery and Human Trafficking, the PCC asked how the Victim Navigator service was progressing and what benefits it had delivered. Whilst ACC Wilson advised it was progressing well, he did not have the information to hand and offered to provide an update outside of the meeting.
- Noting the absence of a night-time economy over recent months, the PCC wondered whether licencing policy could be used as a new lever. Agreeing, ACC Wilson noted the police weren't solely responsible for policing the night-time economy, but there were established tactics with the Licencing Officers being experts. He added the Force and partners would seek to utilise the legislation to its broadest effect.
- In terms of the culture of the organisation, the PCC requested a briefing on the Diversity and Inclusion Academy to which the Chief Constable agreed.

## **4. Police Officer Uplift Programme - update**

- The Chief Constable provided a verbal update on the Kent Police three-year uplift programme:
  - Year one 2020-21 - allocation of 147 officers; all recruited and end of year establishment of 3825 officers;
  - Year two 2021-22 - allocation of 145 officers; if recruited, end of year establishment will be 3949 officers;
  - Year three 2022-23 - indicative allocation of 196 officers; if recruited, end of year establishment will be 4145.

- The Chief Constable said this was great news and would be the highest number of officers ever, achieved through Government uplift funding and local funding secured by the PCC through Council Tax precept.
- In terms of recruitment and diversity, the Chief Constable reported that in 2020/21, a total of 348 new officers were recruited, adding that this was through the range of entry routes available - routine recruitment, Investigate First, Returner and Re-joiner Scheme and Transferees.
- Of those 348, the Chief Constable advised:
  - 31 (8.9%) were from an Ethnic Minority (17 routine recruitment, 10 Investigate First and 4 Transferees);
  - 153 (44%) were female (93 routine recruitment, 53 Investigate First and 7 Transferees).
- He stated about 4% of officers were from an ethnic minority compared to 6% economic active population.
- Referring to the recruitment plan for 2021/22, the Chief Constable reported:
  - April – June: 47 officers recruited through all routes, with 5 (11%) from an Ethnic Minority and 19 (40%) female.
  - Intakes set for August (40 officers who the PCC had already met); October (80 officers); January (100 officers); and March (80 officers planned for first PEQF).
- Currently on track to achieve the uplift programme, but numbers on each intake could fluctuate due to levels of attrition.
- In addition to routine recruitment and Investigate First, the Force now also had a further entry route for Special Constables. A specific programme that took into account the skills they possessed. To date, 27 Special Constables were in the process and based on their current level of Specials training, was anticipated 20 would be successful.
- The Chief Constable reported applications were positive in terms of both numbers, and from a diversity perspective:
  - 2019/20 – 2,843 applications (8.8% Ethnic Minority and 33.1% female)
  - 2020/21 – 3,302 applications (8.8% Ethnic Minority and 31.1% female)
  - 2021/22 – currently 789 applications (8.1% Ethnic Minority and 36% female)
- The PCC said the numbers were fantastic and commended the HR and Innovation Team on the levels of recruitment over recent years. He also commented that the new Census data was likely to show greater diversity within Kent's communities.
- Commenting that more diverse recruits coming in was great news, the PCC asked if the Force was looking at the success rates for candidates from different backgrounds, particularly in the SEARCH assessment. The Chief Constable confirmed the Positive Action Team had been looking into it for a couple of years, adding that one of the reasons the Force had seen incremental increases was that it now understood what some of the hurdles were and had put in place positive action and support.
- In terms of Police Now, the Chief Constable confirmed that 10 officers had joined via this route in August. Whilst he was supportive, he said he continued to challenge Police Now around diversity because the national figures were good, probably due to inner city areas, but local recruitment was more successful in Kent.
- Whilst there had been a decline during the pandemic, the CE asked if a significant number of officers suddenly retired, would the Force have the agility to bring in a greater number of officers. The Chief Constable confirmed the Force had the capability and flexibility. However, he said the main issue was how much notice the candidate had to give their existing employer. Instead of potentially giving a good period of notice, they might need to give only a week's notice or miss a recruitment slot.

## 5. Any other business

- The Chief Constable said that through the presentation, ACC Wilson had demonstrated VAWG had been a priority for some time, but had also acknowledged that the Force could be doing more and better.
- The PCC encouraged anyone watching to complete the VAWG survey which was available on his website, adding that over 4,000 had been completed to date which was a fantastic response.
- He also advised that VAWG would be the focus of the next Kent Criminal Justice Board and there would be workshops in the Autumn to obtain the views of professionals and victims.
- In closing he thanked the Force for being so transparent and for supporting his VAWG inquiry; he also thanked those behind the scenes who had co-ordinated the meeting.

	Status	Owner	Due date
Provide an update on the Op Wisdom public facing communications outside of the meeting.	Open	Force	01/12/2021
Provide an update on progress and benefits of the Victim Navigator outside of the meeting.	Open	Force	01/12/2021
Provide a briefing on the Diversity & Inclusion Academy.	Open	Force	16/03/2022

**Date of next Performance and Delivery Board:                    Wednesday 1 December 2021**