

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Tuesday, 16th December, 2025, at 10.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Gaetano Romagnuolo on 03000 416624

#### Membership

Councillor Peter Feacey	Ashford Borough Council
Councillor Connie Nolan	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Lynne Wright	Dover District Council
Councillor Mike Blakemore	Folkestone and Hythe District Council
Councillor Deborah Croxton	Gravesham Borough Council
Mr Paul Webb	Kent County Council
Councillor Stuart Jeffery	Maidstone Borough Council
Councillor Eddie Peake	Medway Council
Councillor Perry Cole	Sevenoaks District Council
Councillor Hannah Perkin	Swale Borough Council
Councillor Pat Makinson	Thanet District Council
Councillor Des Keers	Tonbridge and Malling Borough Council
Councillor Astra Birch	Tunbridge Wells Borough Council
Councillor Teresa Murray	Co-opted member – Medway Council
Mrs Sarah Hudson	Co-opted member – Conservative Group
Mr John Moreland	Co-opted member – Liberal Democrat Group
Mr Maxwell Harrison	Co-opted member – Reform UK Group
Vacancy	Independent Member
Mr Gurvinder Sandher	Independent Member

### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel meeting held on 14 October 2025 (Pages 1 - 6)
- 5 Appointment of Independent Members (Pages 7 - 8)

#### **B - Commissioner's reports requested by the Panel/offered by the Commissioner**

- B1 Holding the Chief Constable to Account (Pages 9 - 16)
- B2 Crime Prevention (Pages 17 - 28)

#### **C - Questions to the Commissioner**

- C1 Questions to the Commissioner

#### **D - Panel Matters**

- D1 Work Programme (Pages 29 - 30)

#### **E - For Information**

- E1 Notes of the Performance & Delivery Board meeting held on 16 September 2025 (Pages 31 - 38)

### **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Benjamin Watts  
General Counsel  
03000 416814

**Monday, 8 December 2025**

**KENT COUNTY COUNCIL**

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**KENT AND MEDWAY POLICE AND CRIME PANEL**

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 14th October 2025.

PRESENT: Mr G Sandher MBE (Chair), Mr J Moreland (Vice-Chair), Cllr M Blakemore, Mrs E Bolton, Cllr P Cole, Cllr P Feacey, Mr M Harrison, Mrs S Hudson, Cllr D Naghi, Cllr H Perkin and Mr P Webb.

ALSO PRESENT: Mr M Scott (Kent Police and Crime Commissioner), Mr D Paul (PCC's Chief Executive ) and Mr N Wickens (Head of Policy Coordination & Research, OPCC).

IN ATTENDANCE: Mr G Romagnuolo (Research Officer – Overview and Scrutiny).

**UNRESTRICTED ITEMS****13. Apologies and Substitutes**

*(Item A2)*

1. Apologies were received from Cllr A Birch, Cllr D Croxton, Cllr D Keers, Cllr T Murray, Cllr C Nolan, Cllr E Peake, Cllr R Wells and Cllr L Wright.
2. There were no substitutions.
3. The Chair informed the Panel that this was Mrs Bolton's last meeting as an Independent Member of the Kent and Medway Police and Crime Panel. He said that Mrs Bolton had been an Independent Member of the Panel for 8 years. The Chair expressed his gratitude to Mrs Bolton for her professionalism and invaluable contribution to the work of the Panel.

**14. Declarations of Interests by Members in Items on the Agenda for this Meeting**

*(Item A3)*

1. Mr Feacey declared that he was Chairman of Ashford Volunteer Centre and Chairman of the Repton Connect Community Centre.

**15. Minutes of the Police and Crime Panel held on 14 October 2025.**

*(Item A4)*

RESOLVED: that the minutes of the meeting held on 14 October 2025 were an accurate record.

**16. Kent Police and Crime Commissioner - Annual Report 2024-25**

*(Item B1)*

1. Mr Matthew Scott (Kent Police and Crime Commissioner) informed the Panel that his Chief Finance Officer, Mr Rob Phillips, was on paternity leave and wished him and his family well. Also, Mr Scott thanked Kent Police officers, PCSOs, staff and volunteers for their exceptional work throughout the year in order to keep Kent residents safe.
2. Mr Scott said that there had been a consistent reduction in many different types of recorded crime and antisocial behaviour (ASB). There were some areas where recorded crime saw an increase, such as shoplifting, although this was mainly the result of an increase in businesses coming forward to report theft.
3. Changes in legislation, such as on the sharing of indecent images, caused other crime types to increase too - particularly those involving sexual offences.
4. Tackling violence against women and girls remained a strategic priority for policing. Domestic abuse in parts of Kent accounted for between one-fifth and one-third of all the crime dealt with by Kent Police.
5. New powers around domestic violence meant that police officers had more tools to protect women and girls. In addition, new services had been commissioned for male victims of similar offences, as men were victims of domestic violence in between 27% to 33 % of cases.
6. County lines continued to reduce; the only reason for their increase at one stage was Kent Police's reinvigoration of the intelligence model which resulted in the identification of additional lines.
7. In October 2022, the average waiting time for a 101 call was 15 minutes and 50 seconds. Kent Police's Force Control Room was now one of the top performers in the country; the average time to answer a 101 call was 31 seconds.
8. In terms of holding the Police to account, Mr Scott said there were several mechanisms but one of the main changes introduced during his term of his Office was police complaint reviews, where he became the appellate body for members of the public who complained to Kent Police and were dissatisfied with the response from PSD.
9. In terms of holding other agencies to account, one of the main challenges was in relation to the wider criminal justice system. There were still challenges around insufficient physical court capacity and a national shortage of judges.
10. In local Magistrates Courts there was still a need for additional legal advisors. One consequence of arresting and charging more people was the additional workload into the system.
11. The Safer Streets Fund ended in 2024/25. It provided dedicated funding for hotspot policing and extra support for local communities, such as CCTV in Folkestone, active bystander training in Sittingbourne and Sheerness Town Centres as well as Street Marshals, CCTV and youth programmes in Chatham.

12. In answer to a question about national and local initiatives aimed at tackling the backlog of court cases, Mr Scott said Kent was a priority for capital investment to increase local capacity.
13. A Member asked the Commissioner what he felt the greatest challenge was, and how he was going to address it.
  - a. The Commissioner replied that, in his view, it was Kent Police's investigative capability. The Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection identified this to be a weakness for the force across two successive inspections, and requiring a substantial amount of work to address it.
14. In reply to a question about Violence Against Women and Girls and any additional work to look at the causes of misogyny within schools, Mr Scott explained that the Child-Centred Policing Team was tasked predominantly with work around young people, and responded to the concerns of teachers, head teachers and parents within local schools around some of those behaviours.
15. In response to a question about what mechanisms were in place in the force to report racist, misogynistic and homophobic behaviour, the Commissioner said that an anonymous reporting mechanism was introduced allowing police officers and staff to report such incidents in confidence.

RESOLVED: To **review** and **comment** on the Annual Report.

## **17. Safer Streets Summer Initiative** (Item B2)

1. The Safer Streets Summer Initiative was a government initiative aimed at reducing crime and ASB in town centres across England and Wales. It ran from 30 June until 30 September 2025 and involved over 500 town centres and high streets.
2. The initiative included increased police patrols, local action to tackle high street crime and targeted enforcement powers against troublemakers. It was part of the government's Neighbourhood Policing Guarantee, which aimed at tackling high street crime and restoring faith in the police by increasing the presence of police officers in every community. The Initiative was led by Police and Crime Commissioners, supported by the Home Office in partnership with Chief Constables and other essential local partners such as councils, schools, health services, business, transport and community organisations.
3. Fifteen Kent town centres were identified as priority areas based on extensive analytical work which ensured that the selected areas represented locations with the greatest need for targeted interventions. The areas were: Canterbury, Dover, Tunbridge Wells, Sittingbourne, Maidstone, Dartford, Ramsgate, Sheerness, Chatham, Margate, Gravesend, Rochester, Folkestone, Gillingham and Ashford.
4. The analysis also included temporal patterns to inform when and where resources should be deployed, ensuring that police and partner agencies could address the most pressing issues effectively. Public feedback through the 'My

Community Voice' platform was also used to refine the priorities and support community confidence.

5. Kent Police placed significant operational resources on tackling Violence against Women and Girls (VAWG) and ASB in town centre public spaces. For instance, in Maidstone, multiple stop searches were conducted and a male identified matching the description of an offender for a historic exposure offence. In Canterbury, three arrests were made for domestic abuse and public order offences, with one offender recalled to prison.
6. In terms of anti-social behaviour, for instance, a range of proactive measures were implemented across Thanet, including dispersal zones. In Broadstairs and Margate, 66 dispersal orders were issued. Officers conducted days of action, resulting in arrests, drug seizures, and community resolutions. Ramsgate saw increased patrols and 11 dispersals, alongside joint efforts with Thanet District Council to tackle street drinking and rough sleeping.
7. With regard to youth engagement and intervention, Kent Police implemented several multi-agency youth engagement initiatives across the county which focused on safeguarding, diversionary activities and proactive interventions to reduce ASB among young people.
8. In relation to community engagement, Neighbourhood Policing teams organised and participated in numerous community events involving local statutory and voluntary sector partners which were designed to build trust and confidence, and provide practical crime prevention advice and foster positive relationships between local officers and their communities.

RESOLVED: To **note** the report.

## **18. Questions to the Commissioner**

*(Item C1)*

1. There has been significant community tension recently in the many places in Kent that have seen demonstrations and counter demonstrations regarding asylum seeker accommodation. Could the Commissioner please outline the impact of this on police resourcing and what plan is moving forward to ease tensions in our communities?

(Councillor Hannah Perkin, Swale Borough Council)

- a. In response to this question, Mr Scott said any locations that have or are associated with accommodation have response plans and patrolling strategies. It was part of the force's responsibilities to respond to lawful, peaceful, planned protests, and counter protests. Local District Commanders made sure that there were resources in place and liaised regularly with the managers of venues.
- b. There were local patrolling strategies in place for the prevention and mitigation of hate crime and Beat Officers had built effective relationships with the local community that enabled targeted and timely responses. Positive action was

taken when crimes were reported and they were investigated in line with all crimes reported to police.

2. There is to be a roll out of a new digital case file system (DCF), starting in Wales in around mid-2026 then spreading nationwide, including in Kent.

Please can you confirm whether Kent Police or another authority is meeting the cost of training and implementing this new system? Is there an estimate on the likely financial cost of implementing this new system in Kent?

Further, my understanding is the Proportionate File Build currently being piloted in Kent will not be compatible with the new DCF. Please may you offer any comments in relation to this lack of compatibility?"

(Mr John Moreland, Kent County Council)

- a. The Commissioner advised the DCF programme would enable case file information to be entered 'right first time' on forces' key systems. It would be delivered by providing enhancements to force Records Management Systems (RMS – Athena in Kent) and the CPS case management system. He confirmed development of RMS functionality was being undertaken by a centrally funded national programme and RMS providers. Local implementation, including training, would be delivered and covered by forces.
  - b. The Proportionate File Build was being piloted in Kent. It was not directly related to the DCF, although both used the Athena system. The DCF development team were aware there may be compatibility issues and once the two pilots were complete, they would make any necessary changes.
3. We understand that there is a possibility the Crime Reduction Grant could be cut in 2026. Based on the issues Boroughs are facing with ASB and County Lines, why would such important funding be withdrawn, and how could you justify not opposing the potential withdrawal of this funding?

(Councillor Deborah Croxton, Gravesham Borough Council)

- a. The Commissioner said that national funding for several initiatives had been cut and that one of the key challenges of police funding being from year to year was that it was difficult for him to provide any funding guarantees. For instance, the previous year, victim support services funding was cut by 4.2 % at the last minute. No decisions had been confirmed with regards to third party funding for 2026 -27 because it was not known what funding would be allocated by the Home Office or the Ministry of Justice.

RESOLVED: To **note** the responses to the questions.

## **19. Complaints against the Commissioner - Annual Report 2024-25**

*(Item D1)*

1. The Panel Clerk, Mr Gaetano Romagnuolo explained that the Police and Crime Panel received an annual report in relation to complaints made against the Police and Crime Commissioner (PCC).
2. Between 1 July 2024 and 30 June 2025, 14 complaints were received against the Commissioner for assessment against the regulations. 3 were received and not recorded either because they were not complaints against the Commissioner or they were queries about complaints that had already been addressed.
3. In the 11 cases where the complaint was recorded, the Regulations were disappplied on the grounds that they were “vexatious, oppressive, repetitious or an abuse of the complaints process” – these categories are defined in the Regulations. The reasons for disapplication and non-recording, were provided to and discussed with Panel officers at the time and officers are fully satisfied that the PCC’s Monitoring Officer made the correct decision in every case.
4. In this period the Complaints Sub-Committee was not convened to consider and resolve any complaints as no complaint was recorded and passed to the PCP for further action.
5. While the data showed an increase in the number of recorded complaints made against the Commissioner in 2024-25 when compared to last year and 2021-22, it was explained that it tended to fluctuate and that no complaint evidenced any misconduct on the part of the Commissioner.

RESOLVED: To **note** the contents of the report.

## **20. Work Programme**

*(Item D2)*

RESOLVED: To **note** the Work Programme and contact the Panel Officer with any items that the Panel would like to add to it.

## **21. Minutes of the Commissioner's Performance and Delivery Board meeting held on 28 May 2025**

*(Item E1)*

RESOLVED: that the minutes of the Performance and Delivery Board meeting held on 28 May 2025 **be noted**.



By: Gaetano Romagnuolo, Research Officer - Overview and Scrutiny, Kent County Council

To: Kent and Medway Police and Crime Panel – 16 December 2025

Subject: Appointment of Independent Members

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Summary: This paper asks the Police and Crime Panel to approve the recommendation of the Recruitment Sub-Panel to appoint Mr Gurvinder Sandher and Ms Hedwig de Jong as Independent Members of the Panel for a four-year term. This follows an open application process held earlier this year.

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## **1. Background**

- 1.1 Police and Crime Panels are required by the Police Reform and Social Responsibility Act 2011 to have a minimum of two Independent Members. The Act makes no specific provision for how Panels select Independent Members but the aim is to bring additional skills and knowledge to the work of the Panel.
- 1.2 In 2016, the Panel agreed that its direct appointment of Independent Members be limited to two consecutive terms, after which their recruitment and appointment would follow an open application process.

## **2. Recruitment Process**

- 2.1 In August 2025, an advertisement for two Independent Members of the Panel was circulated via kent.gov.uk.
- 2.2 A Sub-Panel of the Kent and Medway Police and Crime Panel was established to recruit the two Independent Members. The Sub-Panel consisted of Councillor Deborah Croxton, Mr John Moreland and Councillor Connie Nolan.
- 2.3 The Sub-Panel received 15 applications. On 28 October 2025 the Sub-Panel shortlisted 5 applicants. The Sub-Panel agreed to interview 4 candidates on 11 November 2025, and 1 candidate on 19 November 2025. Immediately following the final interview on 19 November 2025, the Sub-Panel reconvened to appoint the two Independent Members.

## **3. Recommendations**

- 3.1 Following an open application process, the Recruitment Sub-Panel unanimously recommends that the Kent and Medway Police and Crime Panel appoints Mr Gurvinder Sandher and Ms Hedwig de Jong as Independent Members of the Panel for a four-year term. The Panel is asked to **approve** the Sub-Panel's recommendation.

**Contact:** Gaetano Romagnuolo  
Research Officer - Overview and Scrutiny  
Tel: 03000 416478

**To: Kent and Medway Police and Crime Panel**  
**Subject: Holding the Chief Constable to Account**  
**Date: 16 December 2025**

**Introduction:**

1. In addition to a number of statutory responsibilities that flow from the Police Reform and Social Responsibility Act 2011 (PRSRA), under the Policing Protocol Order 2023, Police and Crime Commissioners (PCCs) have the legal power and duty to:
  - Scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the [Police and Crime] Plan;
  - Hold the Chief Constable to account for the performance of the force's officers and staff; and
  - Maintain an efficient and effective police force.
2. In discharging these responsibilities, PCCs are responsible for putting in place proper governance arrangements.
3. Through a mix of formal and informal structures, the PCC holds the Chief Constable to account for the performance of Kent Police, including the priorities he has set in the Police and Crime Plan - [Cut Crime, Support Victims, Build Trust](#) - namely:
  - Protecting People
  - Protecting Places
  - Protecting Property
  - Productive Partnerships
4. Mr Scott, in discharging his duties, responsibilities and functions, is supported by a small team of staff within the Office of the PCC (OPCC), led by the Chief Executive.

**Daily engagement / Weekly one-to-one meetings:**

5. Informally, on a daily basis, the PCC, Chief Executive, Chief Finance Officer (CFO) and senior OPCC staff liaise and engage with the Chief Constable's office and senior managers. Being sited together at Kent Police headquarters enables, and in many ways encourages, spontaneous face-to-face discussions to take place, such as around IT, estates and significant or critical incidents which may attract media attention.
6. The PCC also has weekly meetings with the Chief Constable to enable an open exchange of information and help maintain an effective working relationship. The meetings are held in the OPCC and allow discussion of a wide variety of subjects, including significant operational matters and delivery of the Police and Crime Plan.

**Other briefings and meetings:**

7. The PCC can request bespoke briefings that enable a more focused and detailed discussion on Kent Police activities, confidential matters or emerging issues. Such briefings enable the PCC to gain a better understanding, provide support and, where appropriate, ensure the right questions are being asked on behalf of the public. Examples include updates on specific policing operations, complex IT and procurement related matters, and issues of significant public interest, such as crime recording accuracy and public contact.
8. The Chief Executive, CFO and senior OPCC staff also have a standing invitation to a number of Kent Police internal meetings. For example, the Chief Executive attends the Force Performance Management Committee; the CFO attends the Commercial Services Executive Board; and the Head of People and Standards attends the Out of Court Resolutions Scrutiny Panel. Through this approach, the PCC retains oversight across a broad range of key business areas.

### **Performance and Delivery Board:**

9. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
10. Open to the public, on a non-participating basis, the meeting is chaired by the PCC and papers are submitted by the force in advance and published [here](#) on the OPCC website. The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the Police and Crime Plan and policing generally in the county.
11. The aims and objectives of the meeting include:
  - Holding the Chief Constable to account for organisational and operational performance of Kent Police.
  - Monitoring and scrutinising performance and service delivery against the Police and Crime Plan priorities, acknowledging success and challenging areas of concern.
  - Receiving and reviewing reports on policing matters considered to be of particular interest and/or concern to local communities.
  - Considering reports from external bodies, including (but not limited to) His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), ensuring areas for improvement are addressed.
  - Exploring areas that are fundamental to healthy and productive organisations, including delivery of the commitments, priorities and values set out in the Kent Police Pledge.
  - Monitoring and challenging wider performance delivery, including value for money, use of resources and the overall efficiency and effectiveness of Kent Police.
12. With supporting force papers for each item, the standard agenda consists of the following:
  - Police and Crime Plan: Delivery & Performance
  - Inspections, Audits & Reviews
  - People (*including recruitment*)
  - Finance

In addition, the Chief Constable has the opportunity to provide a verbal update on any topical issues and/or non-sensitive operational matters at each meeting.
13. The Police and Crime Plan is underpinned by a Delivery and Performance framework that consists of a suite of performance measures. It is these measures that the force reports on in the 'Police and Crime Plan: Delivery and Performance' paper.
14. However, Kent Police's performance is not judged on data alone, as despite the best efforts of officers and staff, it is not always possible to protect the public or bring offenders to justice. The PCC therefore considers objective feedback reported via the 'Inspections, Audits & Reviews' paper, including HMICFRS inspection reports and other independent publications.
15. Through the Performance and Delivery Board, the PCC has robustly held the Chief Constable to account for responding to calls from the public. In 2022/23, Kent Police's performance in terms of managing non-emergency 101 calls deteriorated significantly, resulting in an average time to answer of over seven minutes, and in excess of a third of calls being unanswered. The PCC made it clear to the Chief Constable that this was unacceptable and as a result Kent Police implemented a programme of strategic transformation. Performance was routinely reported at the Performance and Delivery Board via the Police and Crime Plan paper, enabling the PCC to monitor progress, and where appropriate challenge the Chief Constable. By the following year, 2023/24, performance had improved significantly with an average time to answer of just over one minute, and under 9% of calls unanswered. In the most recent full year, 2024/25, performance continued to improve with an average time to answer of just 31 seconds, and less than 3% of calls unanswered.
16. In support of the Performance & Delivery Board, the PCC also chairs two community forums – the Retail Crime Board and Rural Crime Board.
  - The Retail Crime Board includes representatives from the retail community, customer service industry, Business Improvement Districts, and Business Crime Reduction Partnerships. Issues discussed to date include town centre policing, pharmacy theft and the disposal of stolen goods.

- The Rural Crime Board includes local farmers, the Environment Agency and representatives from local councils, landowners, as well as shooting and conservation. Issues discussed include waste crime, GPS theft from agricultural vehicles and use of catapults/slingshots

With the Head of Strategic Prevention Command also in attendance, the Boards allow the PCC and Kent Police to engage with stakeholders around their experience of crime/ASB and the police response.

17. Panel Members are welcome to attend the Performance and Delivery Board, and dates of meetings in 2026 are 25 February, 20 May, 2 September and 25 November. However, the meeting is also live streamed to allow a wider audience to observe, with details on how to join published on the OPCC website.
18. The meeting notes from each Performance and Delivery Board are also provided to the Police and Crime Panel for information/reference.
19. While the Performance and Delivery Board does not stand alone from other complementary governance structures employed by the PCC, it does allow the PCC and the Chief Constable to transparently fulfil their respective statutory obligations and accountabilities in respect of scrutiny, challenge and support.

### **Joint Audit Committee:**

20. Financial governance, assurance, risk management and statutory financial duties for both the OPCC and Kent Police are the responsibility of a Joint Audit Committee (JAC), as required by the Home Office Financial Management Code of Practice. The JAC is a key component of the corporate governance arrangements, providing an independent and high level focus on the adequacy of audit, assurance and reporting arrangements that support the PCC, the Chief Constable and statutory officers in ensuring good governance and financial standards are in place.
21. Open to the public, on a non-participating basis, the JAC meets at least four times a year and is chaired by one of five members who are independent of both the PCC and the Chief Constable. The PCC and the Chief Constable attend one JAC per year, with standing membership including an Assistant Chief Constable, the PCC and Chief Constable's CFOs and other senior staff, with papers submitted in advance and published [here](#) on the OPCC website.
22. The JAC is responsible for:
  - Providing independent assurance on the adequacy and effectiveness of the PCCs and Kent Police's internal control environment and risk management framework;
  - Independently scrutinising financial and non-financial performance to the extent that it affects the PCC's and Kent Police's exposure to risks and weakens the internal control environment;
  - Overseeing the financial reporting process and external audit; and
  - Advising the PCC and the Chief Constable on the adequacy of the Annual Governance Statement.
23. The JAC includes standing agenda items from both the Internal and External Auditors. The internal auditors – currently RSM UK – are appointed by the PCC to obtain assurance around financial governance and areas of perceived risk. The external auditors – currently Ernst & Young - perform the statutory function of reviewing the Statement of Accounts and stating a value for money conclusion. Audit updates are also provided in the 'Inspections, Audits & Reviews' paper submitted to the Performance and Delivery Board.
24. Panel Members are welcome to attend the JAC, and dates of meetings in 2026 are 12 March, 11 June, 17 September and 2 December. The meeting is also live streamed with details on how to join published on the OPCC website.

### **Kent and Essex Collaboration Oversight Meeting:**

25. The PRSRA requires police forces to 'collaborate where it is in the interests of efficiency and effectiveness of their own and other forces'. Furthermore, the Home Office Statutory Guidance for Police Collaboration states that 'joint working between police forces and/or public bodies and/or other parties should be pursued where, in the opinion of the chief officer or policing body, the collaboration delivers greater efficiency or effectiveness to at least one of the participating forces or policing bodies'.

26. In April 2007, the Police Authorities of Essex and Kent agreed to pursue 'full collaboration on operational functions and support services whilst maintaining operational independence'. The rationale for this decision was a common ambition to increase capacity, capability and resilience and deliver greater efficiency and effectiveness. The forces were deemed a 'natural fit' as they shared a border, had similar strategic challenges/opportunities, demographics, demand profiles, staffing levels, comparable coastlines and frontier policing challenges.
27. With the introduction of Police & Crime Commissioners, the collaborative arrangements continued to evolve and the two forces now have a shared Serious Crime Directorate, Human Resources and Learning & Development Directorate, and Support Services Directorate.
28. Held twice a year, the meeting is co-chaired by the PCC and Police, Fire and Crime Commissioner (PFCC) for Essex. In attendance are both Chief Constables and Deputy Chief Constables, as well as the head of each collaborative function, namely:
- Assistant Chief Constable Serious Crime Directorate
  - Director of Human Resources and Learning & Development
  - Director of Support Services
29. The aims of the meeting include:
- Enabling the PFCC and PCC to jointly hold both Chief Constables to account for the efficiency and effectiveness of collaboration.
  - Providing an opportunity to showcase the collaborative functions, and highlight efficiency, effectiveness and service delivery benefits for the public of Kent and Essex.
  - Enabling both Commissioners to keep collaboration under review in the interests of efficiency and effectiveness.
  - Demonstrating a regard for the PFCC/PCC's duty to enter into collaboration agreements as set out in The Policing Protocol Order 2023.
30. With each collaborative function submitting a paper, the meeting allows the PCC and PFCC to ask questions and hold both Chief Constables to account for shared functions that support the delivery of their respective Police and Crime Plan priorities and effective policing across Kent and Essex.

### **Regional oversight:**

31. To deliver capacity, capability and value for money, some policing functions are provided on a regional basis. Kent Police is part of the eastern region with six other police forces, namely Essex, Norfolk, Suffolk, Cambridgeshire, Bedfordshire and Hertfordshire.
32. The PCC chairs regular meetings of the PCCs, PFCCs and Chief Constables of those forces in the region. The meetings provide oversight of and accountability for regional functions, such as procurement and the Eastern Region Special Operations Unit (ERSOU), which provides support to forces in tackling serious and organised crime.

### **His Majesty's Inspectorate of Constabulary and Fire & Rescues Services:**

33. All police forces are subject to a formal inspection regime by [HMICFRS](#), and this forms a vital part of the PCC's assurance process in holding the Chief Constable to account.
34. HMICFRS' role is to objectively inspect, monitor and report on the efficiency and effectiveness of police forces and Fire & Rescue Services with the aim of encouraging improvement.

### **PEEL**

35. PEEL (police effectiveness, efficiency and legitimacy) is HMICFRS' regular assessment of police forces in England and Wales. Using inspection findings, analysis and professional judgement they assess how good forces are in core areas of policing.
36. Kent's most recent PEEL report was published on 17 November 2023, providing an assessment across 11 areas of policing with graded judgements on 10.

37. The following is an overview of HMICFRS' graded judgements in the 10 areas of policing:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Preventing crime	Managing offenders	Investigating crime	
	Police powers & public treatment	Tackling workforce corruption	Responding to the public	
	Protecting vulnerable people			
	Disrupting serious organised crime			
	Developing a positive workplace			
	Leadership & force management			

38. As a result of the inspection, the force received 14 Areas for Improvement (AFIs) and created an Improvement Plan. Through the Performance and Delivery Board the PCC has held the Chief to Constable to account for the force's graded judgements, and also received regular updates on the Improvement Plan via the 'Inspections, Audits & Reviews' paper. Progress has also regularly been reported to the JAC.

39. In June 2025, Kent Police were notified that the period of continuous assessment for PEEL 2025/27 was underway. PEEL 2025/27 will inspect against nine core questions, and the AFI's from the previous inspection will also be considered as part of the programme. The force has therefore been subject to an intensive period of scrutiny which culminated in a final period of reality testing at the end of November 2025. Feedback will be provided in early January, and the final report published by HMICFRS later in 2026.

#### Thematic and Joint Inspections

40. HMICFRS also carry out thematic inspections, commissions from the Home Secretary and joint inspections. Their inspection programme for 2025-29 includes:

- Inspections of police forces focused on vulnerability and child protection; serious and organised crime; integrity; and violence against women and girls.
- Thematic inspections on the police response to knife-related crime; data and analytics; and retail crime and shoplifting.

41. Whilst Kent Police is unaware whether it will feature as one of the visited forces in the future, HMICFRS inspections are learning opportunities with best practice being adopted, and any recommendations acted upon.

#### Force Management Statement

42. The Force Management Statement (FMS) is a self-assessment that Chief Constables prepare and provide to HMICFRS each year.

43. It is the Chief Constable's statement and explanation of:

- current and projected demand: the demand the force is currently facing, as well as demand it expects to face in the next four years;
- workforce assessment: the performance, condition, capacity, capability, well-being, serviceability and security of supply of the force's workforce and non-workforce assets, and the extent to which current force assets will be able to meet expected future demand;
- prioritisation and planning: how the force will change and improve its workforce, policies, practices and other assets to cope with future demand; and
- risk management: the risks that have been identified because of demand that cannot be met, how these will be mitigated and the effect you expect this to have.

44. The FMS is also designed to improve and streamline the information police forces produce for their own management purposes, PCCs, Home Office, other institutions and the public.



45. Kent Police's FMS for 2025 was shared with the PCC and can be viewed [here](#). In addition to increasing the PCC's understanding of how effective and efficient Kent Police is, the FMS helps to assess whether the priorities set for the Chief Constable in the Police and Crime Plan are likely to be met, how quickly and at what cost.

#### Value for Money (VfM) profiles

46. The Value for Money profiles provide PCCs and the public with comparative data on a wide range of policing activities. For instance: does a force spend more or less than other similar forces? Does it receive fewer or more 999 calls? How does the crime rate differ from other forces?

47. They are based on data provided by police forces and are published as an interactive dashboard. The 2024/25 VfM profiles can be accessed [here](#) on the HMICFRS website.

48. Used as part of the PCC's overall governance framework, and considered by the JAC, the VfM profile provides a comparison of Kent Police's costs and performance with other police forces, helping the PCC to ask the right questions and if necessary, seek further information. Where appropriate, it also enables the PCC to challenge the Chief Constable on behalf of public tax payers.

49. In addition to the programme of work outlined above, if deemed appropriate, PCCs are also able to commission HMICFRS to carry out inspections within their force area.

#### **Custody:**

50. Police custody may only be used where it is both necessary and proportionate to the investigation of an offence. Detainees in police custody are often among the most vulnerable in society and the PCC holds the Chief Constable to account for Kent Police's duty of care.

#### Custody Detention Scrutiny Panel

51. In 2023/24, the Association of PCCs, and National Police Chiefs' Council (with Home Office, Ministry of Justice and Independent Custody Visitors Association support), contacted all PCCs and Chief Constables, with an expectation that they create and implement Custody Detention Scrutiny Panels (CDSPs).

52. It was recognised that scrutiny of custody was limited to either infrequent, large scale inspections - such as by HMICFRS - or regular, more limited review by Independent Custody Visitors (ICVs). Therefore CDSPs were to provide a more frequent, in depth review of custody and the practices within suites by:

- assessing and reporting on detention and custody processes;
- reviewing and advising on matters of disproportionality; and
- assisting in generating a transparent product suitable for public consideration at the end of each annual Panel cycle.

53. In Kent, the meeting is co-chaired by the OPCC Chief Executive, and one of the ICV Coordinators. It includes representation from Kent Police, the Independent Advisory Group, both Appropriate Adult organisations, ICVs, the Liaison, Diversion and Reconnect service as well as OPCC staff.

54. Supported by an extensive data pack that includes detainee demographic data, Most Similar Group comparators, and detailed information about child detentions, such as their ethnicity and reasons for bail and searches, the meeting scrutinises custody-related data and reviews vulnerabilities and complaint outcomes.

#### Independent Custody Visitors

55. The PCC is responsible for the ICV Scheme which sees volunteers making unannounced visits to police custody suites to check on the welfare of detained persons (DPs), ensuring they have received their rights and are held in satisfactory conditions.

56. In 2024/25, ICVs conducted 227 visits to custody suites and engaged with 660 DPs. Overall, they found the care to be excellent, with Kent Police staff focused on the dignity and wellbeing of DPs.



### **Police Complaints:**

57. In relation to holding the Chief Constable to account for complaints management, the OPCC has well-established mechanisms, including:
- A monthly file audit of both complaints and misconduct cases, with the findings (and subsequent responses) reported to the PCC, the Chief Executive, and the leadership of the Professional Standards Department (PSD).
  - Monthly meetings between the Head of PSD and the OPCC Head of People and Standards.
  - Regular OPCC review of complaints data and [Independent Office for Police Conduct](#) (IOPC) figures.
  - Reporting of complaints performance and related matters to the JAC and the Performance and Delivery Board.
58. In addition, the PCC, Chief Executive and Head of People and Standards meet regularly with the IOPC Regional Director to review Kent Police's performance and discuss complaints handling in a regional and national context.

### **Complaint Reviews**

59. Following changes to the police complaint system in February 2020, the OPCC is one of two 'review' bodies (along with the Independent Office for Police Conduct) to which members of the public may appeal after they have complained to Kent Police and had a response from the PSD.
60. Subject to the nature of the complaint, it is the role of the OPCC to determine whether the handling of the complaint was reasonable and proportionate; and if not, to make recommendations to Kent Police to redress any concerns. This may be that Kent Police apologises to the member of the public, through to the identification of process failures that need to be addressed. It is not a reinvestigation of the complaint itself though, as this is not within the PCC's remit.
61. In 2024/25, the OPCC received 255 requests for an independent review into how a complaint had been handled by Kent Police. Of those:
- 28 were upheld;
  - 174 were not upheld;
  - 11 were passed to the IOPC as the correct review body; and
  - 42 were invalid.
62. The OPCC performed strongly in terms of timeliness, taking on average 30 days to respond to a review, compared to a Most Similar Group average of 46 days, and a national average of 48 days. 14% of valid reviews were upheld, which was in line with the national average and IOPC expectations.

### **Recommendation:**

63. The Kent and Medway Police and Crime Panel is asked to note this report.

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**To: Kent and Medway Police and Crime Panel**  
**Subject: Crime Prevention**  
**Date: 16 December 2025**

**Introduction:**

1. The nine 'Peelian Principles' were established by Sir Robert Peel, who founded the Metropolitan Police Service. The first Principle states 'the basic mission for which the police exist is to prevent crime and disorder'. This is still as valid today as it was in 1829 when the Principles were first set out in the 'General Instructions' issued to every new police officer.
2. Crime prevention is crucial because it helps to reduce the demand on policing resources and increases the chance of being caught, which serves as a deterrent to crime.
3. It is in recognition of its importance that crime prevention is listed as one of the key enablers to delivering the priorities within the PCC's '[Cut Crime, Support Victims, Build Trust](#)' Police and Crime Plan.
4. This paper outlines Kent Police's approach to crime prevention, and also highlights some of the work the PCC supports in this sphere.
5. The PCC is grateful to Kent Police for its assistance with this paper.

**Kent Police:**

6. At the PCC's Performance and Delivery Board on 26 November, the Chief Constable presented a paper on crime prevention. For Members information, this is attached as Appendix A.
7. Because so much of Kent Police's work is focused on preventing and reducing crime, it is difficult to articulate in one report, therefore the paper focuses on some discrete elements. However, in introducing the paper, the Chief Constable provided an overview of the force's approach<sup>1</sup>.
8. As a key enabler to delivering the priorities within the PCC's Police and Crime Plan, crime prevention underpins everything the Force does.
9. It is embedded throughout the entire organisation, with almost every operational team undertaking activity that in some way reduces and/or prevents crime. Examples include the Violence Reduction Unit's work to reduce serious violence through the use of education and enforcement, and the Fraud Protect Officers who help individuals and businesses to become more resistant to cyber-attack.
10. The Force's Strategic Prevention Command is dedicated to reducing and preventing crime. Overseen by the Assistant Chief Constable for Local Policing, it seeks to deliver safer neighbourhoods by combining prevention, deterrence, and enforcement in order to:
  - Reduce crime and anti-social behaviour (ASB), preventing problems occurring using evidenced based policing to identify 'what works'.
  - Undertake early intervention with children and young people when problems start to emerge through the Child Centred Policing approach.
  - Use a problem-solving approach to manage existing issues and reduce repeat locations, repeat offenders and repeat victims.

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<sup>1</sup> The [Chief Constable's introduction](#) to the paper can be viewed on the OPCC YouTube channel.

11. Of course, to deliver safer neighbourhoods requires a team Kent approach, and so the Command does not operate in isolation. The Assistant Chief Constable for Local Policing owns all neighbourhood resources and therefore ensures a synergy across Kent. The Command also has responsibility for, and strategic oversight of key business areas that drive prevention including substance misuse, Licensing, and Integrated Offender Management (IOM).
12. Oversight of the success of the prevention focus is delivered through the Neighbourhood Policing Prevention and Problem-Solving Panel chaired by the Assistant Chief Constable for Local Policing.
13. The work of Community Safety Units is almost exclusively aimed at combating repeat crime and ASB problems. They systematically tackle endemic problems within communities using a structured problem-solving approach called the OSARA model:
  - **Objective:** Define what you aim to achieve. This involves setting clear goals for the problem-solving process, such as reducing crime rates or improving community safety.
  - **Scanning:** Identify and prioritise problems. This step involves gathering data to understand the issues affecting the community, including the frequency and nature of incidents.
  - **Analysis:** Investigate the underlying causes of the identified problems. This includes examining who is involved, where incidents occur, and what factors contribute to the issues. The goal is to understand why the problem persists.
  - **Response:** Develop and implement strategies to address the identified problems. This may involve collaboration with community partners, deploying resources, or creating targeted interventions.
  - **Assessment:** Evaluate the effectiveness of the response. This step involves measuring outcomes to determine if the implemented strategies have successfully addressed the problem and if adjustments are needed for future efforts.The model emphasises the importance of understanding the root causes of problems and evaluating the effectiveness of responses to ensure sustainable solutions.
14. The Force's Designing Out Crime Officers also play a crucial role in crime prevention by collaborating with local authorities, architects and developers to create safer environments. With specialist training and accreditation, they are well embedded in planning processes and proactive as evidenced by the 541 applications responded to over the last 12 months.
15. Officers have access to a comprehensive burglary prevention toolkit to support them in giving advice to victims/potential victims on preventing further offences, including distraction burglaries and other fraud offences.
16. Whilst CCTV cameras and the growing use of video doorbells are deterrents in themselves, the Force's CCTV Registry allows officers to access the location and contact information of registered CCTV, doorbell, and other cameras as part of their investigation - a valuable tool. Members of the public, businesses, and local councils can register camera locations via [www.cctvregistrykentandessex.co.uk](http://www.cctvregistrykentandessex.co.uk).
17. The Force also uses [My Community Voice](#) to widely promote safety and prevention messages and advise of local surgeries and engagement events. In addition, relevant crime prevention material is made available for down loading.
18. In terms of impact, the Force has continued to see a reduction in a number of recorded offences. For example, comparing October 2024 to September 2025 with the previous 12 months, victim based crime is down 3.3% (-4,560), serious violence 4.0% (-646), and residential burglaries 18.9% (-548). There has also been a significant increase in the use of preventative orders and protection notices, with officers and staff growing in confidence to use them with the aim of stopping certain behaviours, and preventing crime/ASB.

### **Police and Crime Commissioner:**

19. The best way to prevent crime is to stop it happening in the first place, and that is why PCCs have adopted a whole-system approach by working with partners across not just policing, but in health, social care, local authorities, and charities.
20. In Kent, the PCC plays a crucial role in preventing crime and improving community safety by facilitating programmes that address the causes of criminal behaviour through extensive partnership work, commissioning and grant making.

21. The following examples illustrate the PCC's commitment to working in partnership to prevent crime and ASB across the county.

#### Crime Reduction Grant

22. For 2025/26, the PCC has allocated £1,306,906.74 to the Crime Reduction Grant (CRG). £558,385 is allocated across the Community Safety Partnerships (CSPs) in Kent and Medway, with the average CSP award being £39,844. £748,521 is allocated to statutory and third-party providers such as the Youth Justice Teams, Drug and Alcohol Misuse Partnerships and Safeguarding Boards.

23. The CRG must be used to deliver projects/services or interventions that support the priorities set out in the Police and Crime Plan and they must align to one or more the following areas,

- Working with residents, communities, and businesses to prevent and reduce public disorder, crime, and ASB.
- Reducing violence against women and girls (VAWG).
- Safeguarding victims and providing support to help them cope and build resilience for the future.
- Protecting young people through education to keep them safe.
- Reducing violence and knife crime.
- Preventing road danger and supporting Vision Zero.
- Preventing Cybercrime and fraud through education and awareness.
- Preventing retail crime, vehicle crime, burglary, and robbery.
- Delivering prevention work to reduce rural crime.
- Tackling environmental crime.

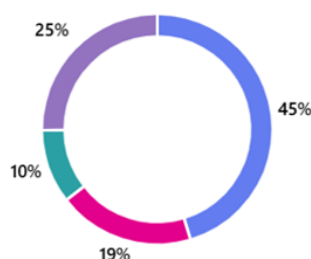
24. Each organisation allocated the CRG must detail how the funding will be utilised, including outcomes to be achieved and how delivery supports the PCCs priorities.

25. For 2025/26, the PCC has approved 76 business case projects totalling £1,054,420 across the CSPs, statutory and third-party providers.

26. The following illustrate the PCC priorities and themes supported through the business case projects.

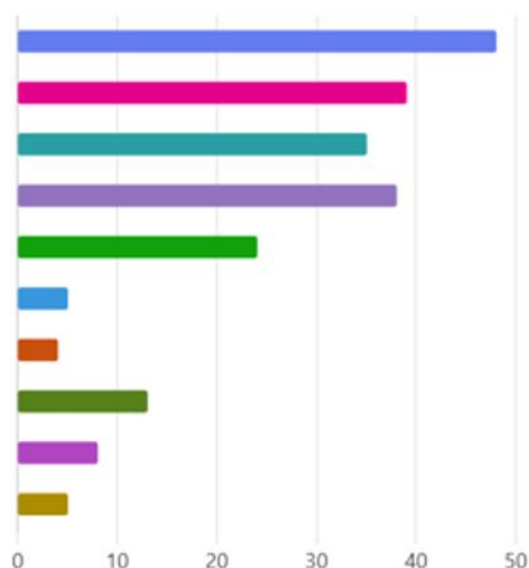
#### **Police & Crime Plan priorities**

Protecting People	83
Protecting Places	35
Protecting Property	19
Productive Partnerships	46



#### **Themes**

- Working with residents, communities, and businesses to prevent and reduce public disorder, crime, and ASB.
- VAWG
- Safeguarding victims and providing support to help them cope and build resilience for the future.
- Protecting young people through education to keep them safe.
- Reducing violence and knife crime.
- Preventing road danger and supporting Vision Zero.
- Preventing Cybercrime and fraud through education and awareness.
- Preventing retail crime, vehicle crime, burglary, and robbery.
- Delivering prevention work to reduce rural crime.
- Tackling environmental crime.



27. Examples of the types of projects being delivered include,

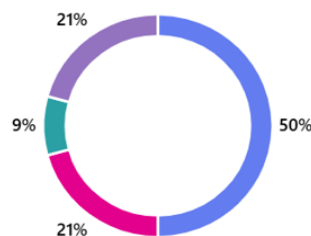
- Youth outreach and diversionary activity including, drugs, alcohol, hate crime, prejudice (misogyny, antisemitism, islamophobia) and personal safety workshops. Sports interventions and diversionary activities in ASB hotspots.
- CCTV, including supporting mobile CCTV deployments.
- VAWG activities, including women and girls' safety events, domestic abuse awareness raising and support provision.
- Retail and nighttime economy interventions such as taxi marshals, town ambassadors, street pastors and licensing training for professionals.
- Environmental improvements including graffiti removal.
- Statutory safeguarding reviews, audits and professionals training.
- Drug and alcohol treatment programmes.
- Prevent and hateful extremism learning events to support frontline staff.

28. The CSPs also have a third of their grant allocated to tactical pots, which enables them to bid for funding throughout the year to deliver responsive projects based on need. To date, funding for 37 tactical pot projects has been requested, totalling £143,908.

29. The following illustrate the PCC priorities and themes supported through the tactical projects.

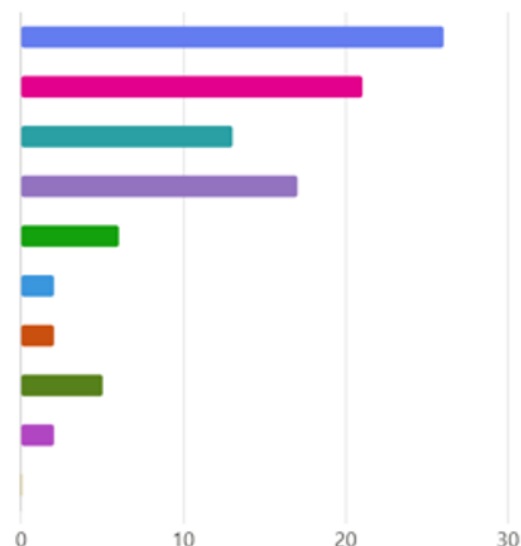
#### Police & Crime Plan priorities

Protecting People	41
Protecting Places	17
Protecting Property	7
Productive Partnerships	17



#### Themes

Working with residents, communities, and businesses to prevent and reduce public disorder, crime, and ASB.
Reducing VAWG.
Safeguarding victims and providing support to help them cope and build
Protecting young people through education to keep them safe.
Reducing violence and knife crime resilience for the future.
Preventing road danger and supporting Vision Zero.
Preventing Cybercrime and fraud through education and awareness.
Preventing retail crime, vehicle crime, burglary, and robbery.
Delivering prevention work to reduce rural crime.
Tackling environmental crime.



30. Examples of the types of projects being delivered include,

- Community engagement and reassurance activities, including activities in hotspot areas, street ambassadors and crime prevention items e.g. personal alarms, purse chains etc.
- Communication campaigns and awareness raising, including VAWG 16 days of action, BSL interpretation on scams and doorstep crime, women's empowerment and safety training, human trafficking and exploitation training and training in Harmful Sexual Behaviour (HSB).
- Youth engagement, outreach and engagement activities, including diversionary interventions, mentoring activities and behavioural support.
- Nighttime and daytime economy activities, including VAPE Action Retailer Packs, Zero Tolerance implementation, Walksafe Safety Mapping and CCTV improvements.
- Victim services including wellness programme for domestic abuse victims.

### Violence Reduction Unit

31. The Kent and Medway Violence Reduction Unit (VRU) is a partnership between the police, local councils, health service providers and other key partners. The aim of the VRU is to develop a public health, preventative approach to serious violence across the county. Its work is carried out in line with the Home Office's 'All Systems Approach', and the elements that underpin it are:
- Driving and coordinating a multi-agency response to serious violence.
  - Sophisticated data sharing.
  - Involving young people and communities.
  - Commissioning and delivering evidence-based activities and evaluating those activities where an evidence base does not yet exist.
32. The VRU identifies what is driving violent crime through the sharing of data. Using this model, it is better able to understand which partners are best able to support with a prevent or protect response.
33. Violence is not something that just happens, nor is it normal or acceptable in society. Many of the key risk factors that make individuals, families or communities vulnerable to violence are changeable, including exposure to adverse experiences in childhood and subsequently the environments in which individuals live, learn and work throughout youth, adulthood and older age.
34. The public health approach adopted by the VRU is an evidence-based four step process:
- What's the problem? - gather data to reveal the who, what, why, where and when of the problem. This can be crime data but also information from hospitals, schools and a range of other sources.
  - What are the causes? - look for evidence on the factors that put people at risk of experiencing, or perpetrating, violence as well as the factors that can protect them.
  - What works and for whom? - using the data gathered design, implement and (crucially) evaluate interventions.
  - Scale it up! - if an intervention works, then scale it up while evaluating how well it works and its cost-effectiveness.
35. The VRU commissions county-wide and locally designed services to deliver its prevention and intervention approach. Examples include:
- **Young Futures**  
A programme designed to identify children at risk of entering the criminal justice system and/or school exclusion. The pilot area is Medway and Young Futures are working with two schools for whom the VRU receive referrals for assessment. A bespoke programme of mentorship is allocated to children via Sport on Your Doorstep and the Youth Service. Programmes include football, boxing, photography, and bike building. The VRU is also supporting the pilot schools more generally with support from the Paramount Foundation who will deliver theatre-based workshops. The next stage is to introduce whole family therapy to the cohort.  
Detailed data is being gathered to assess the effectiveness of the scheme and to advise upscaling the programme when indicated by the Home Office.
  - **School workshops**  
The VRU fund and support four main education schemes: Pol-Ed, Commando Chef presentations, and Mizen and St Giles inputs. The latter is a collaboration between the VRU and the OPCC and focuses on knife crime and exploitation. Whilst the VRU has predominantly worked in secondary schools, it is now offering more input in primary schools, as concerns around children's violence and misogynistic language has increased. The two VRU-funded KCC Participation Workers engage with children to understand their views, and this informs VRU strategies.
  - **#Pointless – Safer Knife Replacement Scheme (SKRS)**  
Police and partner agencies can offer the SKRS to eligible households or businesses. In exchange for all the pointed knives within the property, it provides a pack of four knives or a single 5" rounded-end kitchen knife, alongside safety advice and guidance. The scheme reduces the risk in the home and makes them less attractive for street-based knife crime. The scheme has already swapped over 400 knives from vulnerable premises and with more swaps happening every day, is making Kent a safer place.



### Criminal justice

36. The Kent Criminal Justice Board, chaired by the PCC, brings together chief officers from criminal justice (CJ) agencies and wider partners and is responsible for overseeing CJ across Kent with the purpose of delivering effective, efficient and fair justice.
37. One area of focus is preventing crime in the future, by reducing levels of reoffending following imprisonment. With support from the Board, and £25k 'seed' funding from the PCC, work is currently underway to establish a Prisoners Building Homes (PBH) programme in the county.
38. Sponsored by the Ministry of Housing, Communities and Local Government and the Ministry of Justice, the programme aims to address housing shortages while simultaneously providing prisoners with training and employment opportunities that will support their reintegration into society.
39. The PBH mission is to:
- Deliver Homes - by building high-quality, low-cost homes which help address housing pressures for local communities and vulnerable people.
  - Reduce Reoffending - by upskilling prisoners and providing them with formal construction qualifications so they are more likely to find employment on release.
  - Change Lives - by providing affordable and social housing, creating safer communities and turning around the lives of prisoners and their families.
  - Support Modular Housing - by developing a pipeline of sites for PBH modular housebuilders.
  - Deliver Net Zero - by building sustainable, low carbon, energy-efficient homes for tomorrow.
40. Nationally, to date, the programme has 700+ homes on 90+ sites in the pipeline, partnerships with 14 modular housebuilders, 11 prisons accredited, with 70+ prisoners upskilled.
41. Evidence indicates 85%+ of prisoners' secure employment in construction upon release and the reoffending rate to be less than 10% (compared to a national average of 27%).
42. Crime deeply affects individuals, families, and communities, which is why the PCC's partnership work, commissioning, and funding decisions focus on making a tangible difference for the people of Kent.
43. On behalf of the public, the PCC is determined to maintain an unwavering focus on preventing crime.

### **Recommendation:**

44. The Kent and Medway Police and Crime Panel is asked to note this report.



Chief Constable's Report  
to  
Kent Police and Crime Commissioner's Performance and Delivery Board

**Prevention Paper**

Wednesday 26<sup>th</sup> November 2025

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To achieve the national objective of Prevention '*fewer victims, fewer offences and reduced demand on policing, by addressing underlying causes and using partnership-oriented problem solving*' Neighbourhood Policing activity implemented by Kent Police prioritises prevention, deterrence, and enforcement, to deliver safer neighbourhoods by:

- Reducing crime and Anti-Social Behaviour (ASB), preventing problems occurring using evidenced based policing, identifying 'what works'
- Undertaking early intervention with children and young people when issues begin to emerge through our Child Centred Policing approach
- Use of a problem-solving approach for managing existing issues to reduce repeat locations, repeat offenders and repeat victims

**Overview and Governance**

The Strategic Prevention Command has responsibility for and strategic oversight of key business areas which support and drive prevention focus. These include:

- Neighbourhood Policing
- Serious Violent Crime
- Substance Misuse
- Mental Health
- Licensing
- Antisocial behaviour
- Child Centred Policing
- Integrated Offender Management (IOM)
- Crime Prevention,
- Working with stakeholders in Community Safety Partnerships, Public Health Integrated Care Partnerships, Business crime Reduction Partnerships, Probation, and Youth services

Many of the thematic areas have their own governance to drive activity such as the Business Crime Advisory Group, Kent and Medway Reducing Reoffending board and the Youth Justice Boards. Oversight of the success of the prevention focus is delivered through the Neighbourhood Policing Prevention and Problem-Solving Panels chaired by the Assistant Chief Constable for Local Policing. This governance supports the identification and sharing of best practice, highlighting work for escalation to the College of Policing Practice Bank or Knowledge Hub.

## **Training**

To ensure a focus on prevention the force has delivered training focused on engagement and problem-solving enabling Kent Police to identify the issues which matter most to the community and help prevent and deter the continued criminal and anti-social activity through a problem-solving approach. To date the training has included:

- Community Resolution training
- Athena Investigations and N26 / Investigative Habits Refresher training
- PREVENT Training
- NRM training
- VRU Awareness
- Young Street Groups
- Community Speedwatch
- Mobile First
- Proactive Management Plans (PMPs) and OSARA
- Outcome 22
- Intervention workbooks
- Right Care Right Person
- My Community Voice
- National Intelligence Model
- Violence Against Women and Girls (VAWG): Sexual Risk Orders, Victim Blaming Language, Project Vigilant
- Metal Theft legislation

## **Anti-Social Behaviour (ASB)**

Kent Police has continued to prioritise prevention and early intervention across the county during the recent summer months and times of high demand, focusing on reducing ASB, improving safety in public spaces, and tackling drug-related harm through multi-agency collaboration and targeted operations.

Significant operational activity has been focussed on tackling VAWG and associated ASB in town centre public spaces, through collaborative efforts and innovative policing strategies. Notably, Project Vigilant has focused on the prevention of sexual violence in the night-time economy (NTE) by identifying and disrupting predatory behaviour before it escalates into criminal offences. Running alongside covert tactics, Operation Pilot has been utilised with overt tactics to promote safety in the NTE across multiple districts including Canterbury, Ashford, Dover, Folkestone, Tonbridge and Sevenoaks. The operation targets drug use and possession in licensed premises using tactics such as passive drugs dogs, drug swabbing, knife detection and high-visibility policing.

One such deployment in Canterbury resulted in:

- One arrest
- Seven stop searches
- Three out-of-court resolutions
- Significant engagement with both licensees and users of the NTE.

The operation strengthened venue safety, supported responsible management, and gathered valuable intelligence on individuals and locations linked to drug use and supply. With the support of Corporate Communications, the prevention activity has been widely publicised, resulting in exceptionally high levels of engagement across social media. One licensee wrote directly to the CSU praising their efforts.

*"I'm writing to extend a sincere thank you to your team for the visit on Friday evening. Having the officers and sniffer dogs on-site was not only reassuring for us as publicans but also sends a strong message to customers. Managing a busy venue, particularly with some of the younger patrons, can be challenging at times, and it's a huge support to know we have the police backing us up."***Licensee, Whitstable.**

Tackling ASB is a policing priority in Kent's coastal locations during the summer period due to increased tourism, warmer weather, and seasonal events that drive higher public activity. This often leads to spikes in reports of street drinking and youth-related disturbances, which can significantly affect residents' quality of life due to increased perception of intimidation, and a reduced sense of safety. Kent Police focussed on prevention during this period to protect communities, manage demand, and maintain public trust and confidence.

A key element of the prevention strategy is the targeted use of enforcement orders, which play a vital role in reducing the likelihood of reoffending. These orders are not only reactive measures but are embedded within a long-term suite of preventative interventions. Enforcement orders help to interrupt cycles of offending and support individuals in making sustained behavioural changes. This preventative approach ensures that enforcement is used constructively, reinforcing the commitment to safeguarding communities and promoting lasting public safety. This year saw an increase in all enforcement orders issued across the county, including section 34 dispersal orders issued to direct people to leave an area to prevent crime, Community Protection Notices and Warnings, section 59 warnings for vehicle related activity and closure orders.

Following dispersals being issued in the coastal locations, officers visited the homes of 65 children to engage with their parents and carers. These visits involved an officer from the local Neighbourhood Policing Team attending the address with a letter regarding ASB and to carry out educational discussion regarding ASB, being dispersed and the risks around wider offending. Arrests, drug seizures, and Community Resolutions were also utilised to tackle ASB and disorder. Consequently, Thanet saw a decrease of 8.9% in serious violence impacting those under 25 years old, as of September, compared to the previous year.

Partnership working was vital in managing the surge in ASB across Kent's coastal towns during the summer, helping to share demand across agencies and deliver more effective, targeted interventions. Collaborative working between the police and local authorities addressed street drinking and rough sleeping, while licensing agreements with local stores helped reduce alcohol-related ASB. This collaborative approach enabled swift enforcement, including the issuing of banning notices to problematic youths, where five notices were issued in total, banning individuals from all shop safe premises, ensuring a coordinated response that protected community wellbeing and maintained public confidence during a high-demand period.

The ASB Team continue to review the top 20 retail offenders and seek positive interventions and enforcement opportunities using ASB tool kit. Over the summer period eight CBOs linked to town centres (six linked directly to retail crime) have been submitted to the CPS and in the same period 41 CPNs were issued across the county for various issues including:

- Persistent begging in Rochester High Street and Ashford town centre
- Continuous consumption of alcohol, drunkenness and ASB around Dover town centre
- ASB and drinking in Chatham High Street
- ASB and drinking around Gillingham High Street
- Repeated Nuisance behaviour in Subway, Dartford

The culmination of efforts and preventative activity ensured reductions in serious violence, seen in the first quarter of the year, were maintained. For those aged under 25 years and measuring violence outside of the home, for the rolling quarter (July-September 2025) compared to the previous year, there has been a decrease of 14.1% across the county.

### Youth Justice and Prevention Initiatives

Young people are a key part of Kent Police's prevention activity, with priorities focussed on early intervention, education, and safeguarding to reduce vulnerability and prevent crime. Through a child-centred policing approach, the Force works closely with schools, youth outreach services, and community partners to identify emerging risks and provide positive pathways that divert young people from offending. Initiatives such as youth engagement programmes, school-based inputs, and trauma-informed practices, ensure that young voices are heard and supported, reinforcing trust and building long-term resilience within communities.

Kent Police continue to utilise intervention workbooks that follow a process of reflective practice and allow a police officer to spend time with the child to try to understand any reasons for their behaviour or identify risk factors that can then be addressed for low level matters. An internal review last year found that 92% of children who participate in a workbook do not go on to receive a further formal outcome. A further review is planned with help from the Centre for Justice Innovation. Between July and Sept 2025, workbooks were delivered in the following categories:

Category	Count
Knives and weapons	11
Violent behaviour	56
Sending nudes	0
Hate crime	17
Animal welfare	2
Arson	3
Acquisitive crime	32
Wasting police time	0
ASB	5
Assault emergency worker	2
Fraud	1
Understanding consent	2
<b>Total</b>	<b>131</b>

From August 2025 Kent Police commenced use of the Pol-Ed system, providing police related education inputs into schools (both primary, secondary, PRUs and outside providers such as sports hubs for excluded pupils). Funding from the Violence Reduction Unit, allowed the service to be offered to schools free of charge. To date over 400 schools have signed up and are actively using the system. Kent Police have delivered 52 lessons across Kent to 4510 students and schools have independently delivered 1115 lessons to 34650 students (77 of which were Medway to 2310 students). The top three categories were:

- Relationships (735 deliveries to 22050 students)
- Keeping safe (233 deliveries to 6990 students)
- Law (187 deliveries to 5210 students)

Reframe is a drugs intervention programme and between the months of July and September 2025, 49 children were referred into the programme, which aims to support children through education rather than punishment for lower-level drugs offending or involvement.

Youth Justice manage a deferred outcome scheme that is designed for children involved in lower level first time offending, whereby their outcome is deferred into an intervention programme rather than entry into the justice system. If children do not comply with the programme, the matter is then returned for a formal outcome. This scheme is currently being reviewed and refreshed with the help of the Youth Endowment Fund and in this quarter, 23 children were offered the opportunity to participate. During this period, Kent Police secured the opportunity to become one of four force areas being supported by the Youth Endowment fund whole area model. This supports the assessment of the processes and effectiveness when interacting with children and will help with implementing relevant improvements.

### **Case study – Buddi Tag**

IOM have secured funding for 15 x Buddi tags. This is a voluntary GPS ankle device used by police and partner agencies to monitor the movements of individuals, typically under 25, who are at risk of criminal exploitation or repeat offending, helping deter harmful behaviour and support rehabilitation. The tags are primarily managed by IOM, however, they are utilised across wider commands and teams, and include offenders managed by MOSOVO, Priority Nominals managed by Neighbourhood Task Forces and wider probation offenders. In addition, the VRU fund eight tags for use on young people, as part of a wider preventative approach to deter young people from crime and reduce the risks of exploitation. The following study of 15-year-old "Chloe" highlights Buddi's recent successful use:

*Chloe was a 15-year-old girl increasingly involved in anti-social behaviour, including public disturbances, verbal abuse, vandalism and shoplifting alcohol often while under the influence of alcohol. Following the breakdown of family relationships, she disengaged from school and support services. Her behaviour was significantly influenced by peer pressure. She had fallen in with a group of older youths who encouraged her to take risks, often drinking alcohol in public spaces and carrying weapons on behalf of others, despite not fully understanding the risks or consequences which often escalated due to intoxication and group dynamics. Her vulnerability and desire to fit in made her susceptible to manipulation, further distancing her from protective adults and services. Following a multi-agency meeting involving Kent Police, the Youth Offending Team, and social services, she was visited and a Buddi Alco tag was discussed as part of a tailored intervention plan. She agreed as she realised her actions had gone too far and she didn't know how to come back from the expectations her peers had of her. The benefits of the Buddi Alco tag were:*

- *Allowed her to use it as an excuse to remove herself from peers encouraging bad behaviour*
- *Allowed her to take more control of her own decisions*
- *Encouraged a positive change in her behaviour*
- *Shoplifting incidents ceased entirely*
- *Alcohol use became non-existent*
- *ASB reports dropped significantly, with no further incidents recorded during the monitoring period*
- *Weapon carrying stopped, as she distanced herself from the peer group that had encouraged it and spent more time with family including attending her grandad's allotment*
- *Her relationship with her mother and youth worker improved*
- *Fewer confrontations and more stability, they were able to engage in family support sessions including a local mentoring programme and attendance at school improved.*

The success of Chloe's case was rooted in strong collaboration, conversation, care and support. Chloe's story highlights how technology like the Buddi Alco tag can be a powerful tool in early intervention. By combining real-time monitoring with compassionate, multi-agency support, it's possible to redirect young people away from harmful behaviours.

## **Community Engagement**

Community engagement is the cornerstone of effective prevention work, as it builds trust, encourages information sharing, and strengthens relationships between the police and the public. By actively involving communities in identifying concerns and shaping local responses, Kent Police can deliver more targeted interventions and foster a shared sense of responsibility for safety. Engagement also helps to increase visibility, reassure residents, and promote early reporting of issues, allowing for quicker, more collaborative problem-solving before behaviours escalate.

Examples of engagement activity specifically targeted to drive crime prevention throughout the summer period, include such campaigns as the 'Clock it, Check it, Change it' campaign aimed at young people, encouraging them to safely intervene and challenge behaviour and prevent violence, has seen high levels of engagement on social media. Whilst on a local level, the Sittingbourne CCPT ran a successful 'Swale Police Open Day', which brought together officers, staff, and partner agencies to highlight the breadth of policing work and foster public confidence. The day featured interactive displays, demonstrations, and opportunities for residents to engage directly with officers, offering a behind-the-scenes look at local policing. Feedback was overwhelmingly positive, with the High Sheriff and other dignitaries commending the initiative.

## **Future Winter Planning**

Kent Police is currently reviewing prevalent ASB offences that typically arise during the Christmas and winter period. This analysis is helping shape the planned operational activity to ensure it is both targeted and effective. By understanding seasonal crime patterns, Kent Police will be able to proactively prevent ASB, safeguard communities, and maintain public confidence throughout the festive season, this will include the use of effective engagement supporting campaigns, both National and local, such as 'Ask Angela' to support delivery and encourage reporting and feelings of safety.

# Kent and Medway Police and Crime Panel

## Work Programme - 16 December 2025

**Thursday, 5 February 2026**

Draft Budget and Precept Proposal	Requested by the Panel/Offered by the Commissioner	PCC
Police and Crime Plan Refresh	Requested by the Panel/Offered by the Commissioner	PCC

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes (if available)

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# MEETING NOTES

Title: Performance & Delivery Board

Date and time: 16 September 2025

Venue: Clift Room, Kent Police HQ, Sutton Road, Maidstone

Attendees: **Office of the Kent Police & Crime Commissioner**

- Matthew Scott – Police and Crime Commissioner (PCC)
- David Paul – Chief Executive (CE)

**Kent Police**

- Tim Smith – Chief Constable (CC)
- Peter Ayling – Deputy Chief Constable (DCC)

Apologies: **Office of the Kent Police & Crime Commissioner**

Rob Phillips – Chief Finance Officer (CFO)

<b>1.</b>	<b>Welcome &amp; Introduction</b>
	<ul style="list-style-type: none"><li>• The PCC welcomed the CC and his team and noted his CFO's apologies. He expressed his thanks for the meeting papers.</li></ul>
<b>2.</b>	<b>Notes of the Previous Meeting – 28 May 2025</b>
	<ul style="list-style-type: none"><li>• The notes were agreed as a true and accurate record, and the following action updates noted:<ul style="list-style-type: none"><li>○ Provide further detail on theft of GPS devices from agricultural vehicles outside of meeting – received at 1 July Rural Crime Board.</li><li>○ In relation to ADR149, provide 2024/25 compliance figure outside of meeting when published – received with thank</li><li>○ Provide update on Empowering Leaders and Reducing Bureaucracy project – due ahead of November meeting.</li><li>○ Provide copy of good work examples to PCC – received with thanks.</li></ul></li></ul>
<b>3.</b>	<b>Review of Terms of Reference</b>
	<ul style="list-style-type: none"><li>• Noting the Terms of Reference had been shared prior to the meeting with one suggested amendment, the PCC asked if there were any comments or issues. Since nothing was raised, the Terms of Reference were approved with a review period of one year.</li></ul>
<b>4i.</b>	<b>Cut Crime, Support Victims, Build Trust</b> <i>Police &amp; Crime Plan performance and delivery: April to June 2025</i>
	<ul style="list-style-type: none"><li>• The CC explained the paper marked a new cycle with a focus on the priorities set by the PCC.</li><li>• He noted the data in the paper reflected the rolling year (RY) comparison [July 2024 – June 2025 vs July 2023 – June 2024] and the most recent quarter comparison [April to June 2025 vs April to June 2024].</li></ul>
	<b>Protecting People</b>
	<ul style="list-style-type: none"><li>• Referencing reductions in victim-based crime for the RY (-4.1%) and the quarter (-7.2%), the CC also noted an increase in the solved rate, including greater use of Community Resolutions (CRs).</li></ul>

- Similarly, the CC advised of reductions in violence against women and girls (VAWG), with 1,684 fewer offences for the RY and 675 fewer offences for the quarter. He highlighted the increased solved rate and emphasised the commitment to tackling VAWG but acknowledged challenges around victims withdrawing.
- The CC advised of a reduction in rape for the RY and quarter, equating to 20 less offences. Despite the solved rate increasing for the RY, he acknowledged it had decreased for the quarter.
- The CC highlighted a 4.2% reduction in domestic abuse (DA) for the RY, and 6.7% for the quarter. Informing of an increased solved rate, he also advised victim satisfaction was tracked and used to evaluate the service provided by Kent Police.
- Noting a reduction in knife crime for the RY, the CC advised of a 3.3% increase for the quarter (7 more offences). He advised it was continually monitored but no clear reason had been established.
- Applauding the reductions in recorded offences, the PCC asked for a comparison of Out of Court Resolutions (OoCRs) for the two most recent years. The CC reported 5,855 OoCRs were issued for victim-based crime in the RY to June 2025; a 29.7% increase from the previous year (4,515). Within this, he noted successful efforts by the DCC to drive up the use of Community Resolutions (CRs) which had increased by 54% (1,660 additional CRs).
- With regards to the recent focus on nationality and ethnicity of VAWG suspects, the PCC asked how compliance was monitored and reviewed. The CC confirmed that compliance was tracked and reviewed quarterly through the Force Improvement Plan. He reported in August 2025 compliance was ~81%, up 7% from June 2025 and 25% from 2022/23. While expressing a desire to reach 100%, the CC cautioned it was not always possible to obtain the data.
- The PCC sought an update on victimless prosecutions. Advising of robust training and expectations around evidence-led prosecutions, the CC reported there were 111 in the RY. He also re-iterated the Force's commitment to pursuing evidence-led prosecutions to safeguard victims, particularly in DA cases.
- Regarding the new offence of sharing or threatening to share intimate photography or film, the PCC asked about volumes and if it was largely offender and victim under 18. The CC stated 567 offences had been recorded since September 2025, of which 50 involved both parties being under 18. Cautioning the nature of the offence meant some cases had no offender identified, the CC offered to provide further detail.
- With regards to the rape solved rate decreasing in the quarter, the PCC asked if the Force understood the reasons. The CC advised there was a spike in June 2024 because the Crown Prosecution Service RASSO Team cleared a backlog of cases awaiting a decision; this resulted in 35 charges compared to a monthly average of 14/15. He explained this had skewed the 2024 data and the most recent quarter was within normal parameters. The CC stated that he remained committed to driving the solved rate up further.
- Citing decreased levels of DA, the PCC asked whether this could be attributed to fewer new victims or fewer repeat victims. Noting repeat victims remained relatively stable, with a decrease of just 0.3% for the RY, the CC advised it was attributable to fewer new victims.
- Commending the reduction in knife crime, the PCC questioned whether the Force had noticed any impact from recent changes to legislation. Expressing his belief that the changes to legislation were positive, the CC noted it was too early to confidently ascertain the full impact. He also emphasised the importance of the PCC's ongoing investment, and the work of the Violence Reduction Unit.

### **Protecting Places**

- The CC reported a 1.6% reduction in total calls for service for the RY and a 2.1% increase for the quarter. He also noted continued increases in digital contact for both periods.
- Reporting a 7.5% increase in antisocial behaviour (ASB) for the quarter, the CC stated it remained a focus for the Force Performance Committee. He explained neighbour dispute incidents and drunken and rowdy behaviour were the main contributors, likely influenced by the warmer weather in May 2025.
- The CC promoted the Community Safety Units and use of problem-solving techniques to tackle ASB.
- Recognising there was currently no standardised definition of rural crime, the CC advised Kent Police focused on offences that adversely affected rural communities, including theft of agricultural equipment and wildlife crime.
- Using the above criteria, he reported a reduction in recorded offences for both the RY and the quarter, coupled with an increase in the RY solved rate. Acknowledging the solved rate was lower than most offences, he emphasised the commitment of the Rural Task Force (RTF) and noted good partnership working with bordering counties.
- The CC reported nine less fatalities/serious injuries on Kent's roads for the quarter. Noting the support of the PCC, he also highlighted the relentless activity of Roads Policing to reduce the number even further.
- Commending Force Control Room performance, the PCC asked how it had coped with demand over the summer. Despite staffing challenges and call volumes being higher than expected, with July experiencing

the highest demand over the last two years, the CC reported 90% of 999 calls were answered in under ten seconds, with August marking the 20<sup>th</sup> consecutive month of sustained performance. Regarding 101 call contact, he said August represented the 22<sup>nd</sup> consecutive month of consistent delivery.

- With regards to the solved rate for rural crime, the PCC sought assurance that the RTF had adequate access to investigative capability. While recognising the RTF's high levels of activity, including enforcement and partnership working, the CC clarified that a lot of their work was preventative. He highlighted volume of arrests remained high, as did stop and searches, and seizures. Advising they were supported by other investigative teams, he noted further work would ensure access was sufficient.

### **Protecting Property**

- The CC reported a ~19% reduction in recorded offences of residential burglary of a home for the RY and the quarter. Noting a decrease in the solved rate, the CC affirmed Kent Police was focused on understanding the reasons. Confirming ~99% attendance rates, the CC noted there would be specific reasons why the remaining 1% were unattended.
- Reflecting national trends, the CC advised of significant increases in shoplifting and business robbery and explained the increase in business robbery was the result of a change in the Home Office Counting Rules definition. He emphasised Kent Police's commitment to tackling offences and was pleased to report an increase in the solved rate that positioned Kent Police 8<sup>th</sup> nationally.
- The CC reported significant reductions in personal robbery for the RY and the quarter, coupled with an increase in the solved rate.
- Referring to levels of online related offences, the CC highlighted the challenge of correctly differentiating between those with an online component and those classified as an online offence under legislation.
- Commending the solved rate for retail crime, the PCC questioned how the Force was performing against the Retail Crime Action Plan (RCAP), specifically attendance. The CC confirmed attendance was assessed according to RCAP priorities, namely incidents involving violence, detained offenders, or the need to secure evidence. He also noted that activity such as Safer Business Action Days, the application of Community Behaviour Orders (CBOs) and recent funding supported by the PCC further embedded RCAP principles into Kent Police operations.

### **Productive Partnerships**

- The CC reported a 6.3% increase in Section 136 detentions for the quarter which he stated was attributable to higher volumes in June 2025.
- Acknowledging there was still more to do, the CC advised efforts under Right Care Right Person were starting to have an effect. He expressed his hope that continued positive engagement with partners would fuel further improvements.
- Commending the Force and NHS partners on driving recent improvements under RCRP, the PCC asked about Force policy on resourcing Misper/Absconder (Care/Hospital) incidents. Acknowledging the police may be the appropriate agency in some cases, the CC stated that absconders from care/hospital settings were assessed in the same way as any other missing person. Explaining each incident was assessed using THRIVE to determine risk and potential harm, he reaffirmed the policy supported efforts to obtain the appropriate care for individuals.

#### **Action**

- With regards to new offence of 'Sharing or threatening to share intimate photograph or film', provide further detail on volume involving victim and/or offender under 18 years of age.

### **4ii. Safer Streets Summer Initiative**

- The DCC explained the paper summarised the delivery of an enhanced and targeted programme of activity under the Safer Streets Summer Initiative and covered the period 30 June 2025 – 30 September 2025.
- Providing further context, the DCC advised the activity focused on 15 defined Kent locations with seasonal crime and disorder issues. The initiative aimed to tackle offending, with an emphasis on officer visibility and prevention activity.

### **Violence against women and girls (VAWG)**

- Highlighting activity, the DCC promoted the extension of project Vigilant which placed uniformed and plain clothes officers in nighttime economies (NTEs) to identify predatory and opportunistic sexual offenders.

He summarised positive results across the county including the identification of a suspect involved in historic exposure offences in Maidstone and three arrests of DA suspects in Canterbury.

- Outlining Op Pilot's aim to detect and deter drug use through a visible police presence, the DCC reported good levels of cooperation from NTE license holders.
- The DCC highlighted a safety concern identified through 'Walk and Talk' events, whereby taxi drivers in Tonbridge were refusing short journeys. In partnership with taxi firms and the local council, he noted the issue had been addressed.

### **Anti-social behaviour (ASB)**

- The DCC stated Kent Police was focused on tackling ASB in both town centres and coastal regions affected by seasonal crime and disorder.
- Against a backdrop of heightened interest and social media coverage of ASB in coastal towns, the DCC summarised high levels of activity including 66 Dispersal Orders in Broadstairs and Margate, numerous drug seizures and the use of CRs.
- The DCC outlined work in Thanet to tackle the root causes of ASB including street drinking and rough sleeping.
- With regards to nuisance vehicles, the DCC reported that activity in Maidstone and Rochester had resulted in a number of arrests and seizures.
- Reaffirming the need to tackle the root causes of ASB, the DCC summarised activity in Medway and Gravesham which saw Community Protection Warnings issued to reduce alcohol consumption and referrals made to support vulnerable individuals.
- Commending work to identify and tackle the sale of illegal cigarettes and vapes, the DCC highlighted a joint operation with Trading Standards in Tonbridge and Malling that resulted in arrests for tax evasion and recovery of approximately 165,000 counterfeit and foreign cigarettes.

### **Youth engagement and intervention**

- Noting the continuation of Op MakeSafe in partnership with the hospitality sector, the DCC emphasised its value in helping staff identify potential victims of child exploitation and understand how to report concerns to the police.
- Impressing the importance of visibility, the DCC advised that a variety of activities, facilitated by Community Safety Partnerships, placed officers at events with high public footfall.
- Referencing high profile ASB issues in Herne Bay, the DCC advised work with local organisations had created places of safety and diversionary activities for young people.
- The DCC emphasised the widespread nature of the Force's efforts to reinforce prevention messages and engage with young people.

### **Effective communication with communities**

- Noting the Force's commitment to improving communication, the DCC highlighted the increased use of multiple social media channels, with an estimated 3.1 million views, and the creation of a dedicated Digital Content Creator role.

### **Business/Retail Crime**

- Referring to enforcement focused activity with Kent's Business Crime Reduction Partnerships and major retailers, the DCC said it dovetailed with work by Kent Police to reinvigorate the National Intelligence Model over the last 12 months.
- Highlighting recent successes, the DCC noted North Kent's most prolific shoplifter was served with a CBO prior to the summer, resulting in no further offences being reported.
- He also advised of 18 further CBOs being issued to individuals in the top 20 repeat offender list and referenced robust activity at Chatham's flagship shopping centre which resulted in a 37% decrease in the harm score.

### **Innovative Practice Example**

- The DCC summarised that Op Odin, which focused on tackling retail crime in East Kent using skills developed through Project Vigilant, had resulted in 22 arrests, 52 stop and searches and 13 CRs. He highlighted similar initiatives in Maidstone, Sittingbourne and Canterbury.

- Noting Freshers Week was coming up, the DCC advised of a final surge in resource, whereby the use of best practice and innovative techniques would help to keep the public safe.
- Grateful for the amplification of efforts during the Safer Summer Streets Initiative, the PCC asked about feedback from town centre businesses and retailers. The DCC advised feedback from BCRPs was positive, particularly regarding enhanced officer visibility and the ability to partake in problem-solving techniques to tackle root causes of criminality. Emphasising the Force would not be complacent, he concluded the summer had been positive.
- Recognising there were also broader operational requirements, the PCC asked about pressure points for Kent Police over the summer. The DCC highlighted growing challenges in Kent, including organised immigration crime, border issues and local protests. He also noted increased resource demand due to higher coastal footfall during the warm weather. Despite rising demand, the DCC had confidence in Kent Police's ability to respond robustly to both local and national pressures.

## **5. Inspections, Audits & Reviews**

### **HMICFRS – An inspection of the police response to the public disorder in July and August 2024: Part two**

- Advising that the report focused on intelligence, communication and investigations, the DCC noted Kent Police were not directly inspected.
- Whilst the report found most forces investigated offences quickly, professionally and thoroughly, the DCC advised it also identified a need to respond to online activity and counter false narratives more swiftly.
- Referencing the Force Intelligence Bureau, the DCC noted it had dedicated resources focused on protest intelligence as well as internet intelligence.
- The DCC explained a review of the report and findings was underway, with progress on the three recommendations monitored through key business leads.

### **HMICFRS – Improving the response to organised immigration crime (OIC)**

- The DCC explained the inspection found police personnel had good knowledge of how to deal with immigration crime, but there was a need for improved coordination, intelligence sharing and training. He confirmed that Kent Police was actively progressing the ten recommendations.
- Highlighting the development of a Domestic Task Force to tackle OIC, the DCC explained four workstreams had been established, including support for Kent Police in response to small boat crossings.
- Noting that Kent Police sat on the national governance group, the DCC reported the Force was highly engaged with the outcomes identified through the inspection.
- The PCC requested data on OIC in Kent and the number of victims supported through the National Referral Mechanism (NRM). The DCC noted that while Kent contributed a greater level of resource to OIC, accurate data was challenging due to Immigration Enforcement led operations. He reported that volumes in Kent remained steady across 2023/24 and 2024/25 but highlighted that it masked a collective effort to process arrivals at Western Jet and Manston. Similarly, he advised NRM referrals remained steady with Kent Police consistently submitting the greatest volume, largely due to the county's international border.

### **Update on PEEL 2023/25 – An Inspection of Kent Police**

- Noting Kent Police were currently undergoing the 2025/27 PEEL Assessment, the DCC referenced previous findings around effective problem-solving and sharing of best practice, noting work with District Commanders to further strengthen the approach.
- The DCC reported the use of an automated Microsoft tool to aid the completion of Victim Needs Assessments had improved levels of compliance.
- The PCC asked for an update on the 2025/27 PEEL Assessment. The DCC reported the Force had completed document submissions, and the nine-month engagement period had commenced with further fieldwork scheduled later in the year.
- Referencing recent increases in public protests, the PCC asked how this was impacting the Force. Confirming a rise in Kent-based protests with increased participation, the DCC noted this necessitated a police presence which naturally drew on resource. Additionally, he reported on Kent Police's support to other forces, and involvement in national events, including protests and visits from the U.S. President and

Vice President. Despite a busy summer, the DCC assured the PCC that operational activity had been well managed by the Force.	
<b>6</b>	<b>People</b> <ul style="list-style-type: none"> <li>Summarising the 2025/26 recruitment plan, the DCC noted that four planned intakes totalling 236 recruits, would support the Force in achieving its headcount requirement.</li> <li>The DCC advised seeking personal/professional development opportunities remained the most common reason for officers leaving, with personal circumstances and work-life balance also frequently cited.</li> <li>The DCC highlighted the Retention Ambassador programme and a renewed focus on the “Be The Change” course which placed emphasis on the role of front-line leaders in retaining personnel.</li> <li>Noting the current PCSO strength (84.64) was below the establishment of 101.5, the DCC advised that an intake was planned for November. While understanding the importance of meeting the establishment, he emphasised that Kent Police prioritised quality of personnel over quantity.</li> <li>The DCC reported the Force’s Neighbourhood Policing (NHP) strength was five over requirement at 314.44.</li> <li>In line with national trends, the DCC noted a slight increase in workplace absence. He advised the Force was keen to understand the increase in psychological related absence and work was underway to establish best handling and ensure consistency in attendance management approaches.</li> <li>The PCC asked whether it was the Force’s ambition to reach the full PCSO establishment. Reaffirming the November intake, the DCC re-iterated the focus on quality of personnel. He explained that due to financial constraints, natural workforce movement and without consistent over-recruitment, a vacancy factor was necessary. Nonetheless, he stressed Kent Police’s commitment to building a vibrant, dedicated PCSO workforce.</li> <li>Recognising the value of the NHP officers, the PCC asked if the uplift had affected wider Force deployment. The DCC reported the impact was minimal as most NHP officers were new recruits and noted that NHP was positively influencing retention.</li> </ul>
<b>7.</b>	<b>Finance</b> <ul style="list-style-type: none"> <li>The CC noted a projected revenue and capital underspend but urged caution as it was early in the financial year and highlighted risks such as the NHP bid payment.</li> <li>Reporting on the forecasted £1.8 million revenue underspend, the CC highlighted the risk associated with kennelling XL Bullies. Whilst the issue would ease, he outlined that the lack of further financial support meant the risk remained.</li> <li>The CC highlighted the potential variance associated with the delivery of the new Digital Forensic Platform project which could affect the forecast capital underspend.</li> <li>The CC reported the forecast and actual attrition rates were closely aligned and emphasised the Force’s commitment to ensuring the necessary vacancy factor was held with minimal impact.</li> <li>The CC advised the Force’s CFO would be representing Kent Police and the PCC’s Office at a meeting with the Home Office regarding Kent’s funding.</li> <li>Acknowledging the Medium-Term Financial Plan remained a challenging picture, the CC reaffirmed that significant savings would be necessary over the coming three years. Regardless, he reinforced his commitment to providing an exemplary service to the public of Kent.</li> <li>Recognising previous concerns around the operation of the Safer Roads Partnership, the PCC asked what steps were being taken to increase the income from the NDORS programme. Noting the programme’s ultimate goal was linked to Vision Zero, the CC explained there was a significant piece of work underway to increase revenue and offered to provide an update at the next meeting.</li> </ul> <p><b>Action</b></p> <ul style="list-style-type: none"> <li>➤ Provide update on work to increase revenue from the NDORS programme at next meeting.</li> </ul>
<b>8.</b>	<b>Topical Issues &amp; Update on Significant Operational Matters</b> <ul style="list-style-type: none"> <li>No topical issues or significant operational matters were raised beyond those discussed in the papers.</li> </ul>

	Status	Owner	Due Date
With regards to new offence of 'Sharing or threatening to share intimate photograph or film', provide further detail on volume involving victim and/or offender under 18 years of age.	<b>Open</b>	<b>Force</b>	<b>26/11/2025</b>
Provide update on work to increase revenue from NDORS programme at next meeting.	<b>Open</b>	<b>Force</b>	<b>26/11/2025</b>

**Date of next Performance & Delivery Board: 26 November 2025**

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