

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)

1.	Welcome & Introduction
	<ul style="list-style-type: none">• The PCC welcomed the CC and his team and noted his CFO's apologies. He expressed his thanks for the meeting papers.
2.	Notes of the Previous Meeting – 28 May 2025
	<ul style="list-style-type: none">• The notes were agreed as a true and accurate record, and the following action updates noted:<ul style="list-style-type: none">○ Provide further detail on theft of GPS devices from agricultural vehicles outside of meeting – received at 1 July Rural Crime Board.○ In relation to ADR149, provide 2024/25 compliance figure outside of meeting when published – received with thank○ Provide update on Empowering Leaders and Reducing Bureaucracy project – due ahead of November meeting.○ Provide copy of good work examples to PCC – received with thanks.
3.	Review of Terms of Reference
	<ul style="list-style-type: none">• 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.
4i.	Cut Crime, Support Victims, Build Trust <i>Police & Crime Plan performance and delivery: April to June 2025</i>
	<ul style="list-style-type: none">• The CC explained the paper marked a new cycle with a focus on the priorities set by the PCC.• 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].
	Protecting People
	<ul style="list-style-type: none">• 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).

- 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 20th consecutive month of sustained performance. Regarding 101 call contact, he said August represented the 22nd 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 8th 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.

6 People

- 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.
- 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.
- 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.
- 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.
- The DCC reported the Force’s Neighbourhood Policing (NHP) strength was five over requirement at 314.44.
- 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.
- 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.
- 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.

7. Finance

- 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.
- 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.
- The CC highlighted the potential variance associated with the delivery of the new Digital Forensic Platform project which could affect the forecast capital underspend.
- 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.
- 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.
- 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.
- 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.

Action

- Provide update on work to increase revenue from the NDORS programme at next meeting.

8. Topical Issues & Update on Significant Operational Matters

- No topical issues or significant operational matters were raised beyond those discussed in the papers.

	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.	Open	Force	26/11/2025
Provide update on work to increase revenue from NDORS programme at next meeting.	Open	Force	26/11/2025

Date of next Performance & Delivery Board: 26 November 2025