

MEETING NOTES

Title: Performance & Delivery Board
Date and time: 26 November 2025 @ 10am
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)
- Rob Phillips – Chief Finance Officer (CFO)

Kent Police

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

1. Welcome and Introduction

- The PCC welcomed the CC and his team. He expressed his thanks for the meeting papers.

2. Notes of previous meeting – 16 September 2025

- The notes were agreed as a true and accurate record, and the following action updates noted:
 - Provide an update on the findings from the Divisional Policing Review Post Implementation Review – update received out of meeting.
 - Provide update on Empowering Leaders and Reducing Bureaucracy project – update received out of meeting.
 - 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 – Between 01/10/202 and 30/09/2025 there were 348 recorded offences. Of those, 109 (31.3%) had one or more persons under the age of 18 recorded on the report.
 - Provide update on work to increase revenue from NDORS programme – update received out of meeting.

3i. Cut Crime, Support Victims, Build Trust

Police & Crime Plan performance and delivery: July to September 2025

- For the purpose of this report, the data reflected the rolling year (RY) comparison October 2024 to September 2025 vs October 2023 to September 2024, and quarter (Qtr) comparison July to September 2025 vs July to September 24.

Protecting People

- While noting a reduction in victim-based crime (VBC) for the RY and Qtr, the CC highlighted increases in business robbery and rape offences. He further reported that the VBC solved rate had improved - 1.5% for the RY and 1.8% for the Qtr - supported by greater use of Community Resolutions.
- The CC reported a reduction in violence against women and girls, including domestic abuse (DA) incidents, alongside an improved solved rate.
- The CC advised that rape and serious sexual offences had increased for the RY. However, noting a reduction in serious sexual offences for the Qtr, he advised the Force Performance Committee had reviewed and found no particular concerns.
- Highlighting reduced levels of DA for the RY and Qtr, the CC also noted a small decrease in victim satisfaction rates (RY) but advised it was being closely monitored.
- Referencing the increase in knife crime for the Qtr, the CC advised the number of offences in July was high. He explained analysis had found no standout reason but noted contributing factors likely included the weather and a seasonal increase in outside activities.

- The PCC asked about action being taken to address the increase in rape offences. Noting that levels remained below that of 2022/23 and a recent increase in adult rapes associated with DA, the CC also observed that the victim satisfaction rate suggested a growing confidence in reporting. He emphasised the Force's commitment to tackling offending, highlighting that resourcing challenges had been resolved and ongoing training for frontline officers would continue to ensure an effective first response.
- The PCC asked how the Force was performing against the Op Soteria criteria. The CC stated it was performing well, advising 119 of the 138 recommendations had been implemented to date, including enhancing the skills of RASSO investigation teams, delivering the sexual offence training package and adopting detective pathways. He added that a continual professional development programme was in place for Sergeants and Detective Inspectors responsible for reviewing and supervising investigations.
- The PCC asked about the impact of the Divisional Policing Review Investigations Module on the solved rate for RASSO. Reporting a 7% solved rate for the RY, the CC reaffirmed that resourcing challenges had been addressed and referenced the previously mentioned training for frontline officers. Acknowledging the solved rate had decreased compared to last year, he noted it was still above the previous two years and reinforced his commitment to ensuring the Force had the best investigative response.
- With regards to the rape victim survey, the PCC asked for detail on the level of participation. Paying tribute to their bravery, the CC advised that 260-270 survivors were surveyed each year. For the RY, he reported that 94.5% felt they had been treated with dignity and respect. Noting this was a 2.7% reduction on the previous RY and a reduction for the Qtr, the CC reaffirmed the Force's dedication to ensuring all victims felt respected. He also provided the following breakdown:
 - October 2023 - September 2024: 237 individuals felt they were treated with dignity and respect, 7 did not and 0 responded that it was partially correct.
 - October 2024 - September 2025: 256 individuals felt they were treated with dignity and respect, 4 did not and 11 responded that it was partially correct.

Protecting Places

- The CC highlighted the Force Control Room's sustained strong performance, particularly in reducing 101-call attrition and managing increasing volumes of digital contact.
- Referencing increases in ASB for the RY (9.3%) and Qtr (24.8%), the CC explained this was in part due to changes in recording practices and represented a truer picture. He advised the increase and the Force's response was being monitored through the Force Performance Committee.
- Acknowledging the data on rural crime was limited, the CC proposed a contextual update suggesting it would be more beneficial. The PCC agreed and requested that the Force and OPCC explore outside the meeting.
- The CC reported a reduction in the number of people killed or seriously injured on Kent's roads in the RY. Noting an increase for the Qtr, he explained the data was continuously monitored and highlighted a high volume in August.
- The CC advised of a seasonal focus on drink and drug driving in the lead up to the Christmas period.
- The PCC requested an update on delivery against the five Neighbourhood Policing Guarantee measures. The CC confirmed:
 - Every Neighbourhood had named officers that were searchable and contactable via the Kent Police website.
 - Every Neighbourhood had three policing priorities also searchable via the Kent Police website.
 - Kent Police's dedicated lead for ASB was Supt Rob Marsh.
 - Every district had a system to respond to neighbourhood queries within 72 hours.
 - Roll out of the College of Policing's Neighbourhood Policing Pathway was actively underway.
- Referencing the impact of changes in recording practices on ASB, the PCC requested more detail. Noting that prior to 27 October reports from Single Online Home were not correctly integrated into Force statistics, the CC advised the impact was across all ASB categories. As a result, he reported that July 2025 saw a 31% increase but emphasised the issue had been resolved and importantly there were no service failures.
- The PCC asked what steps were being taken to tackle the illegal use of e-scooters. Summarising countywide activity, the CC highlighted Medway where 120 section 59 notices had been issued and a dedicated day of action in Ashford. Overall, he reported the Vehicle Recovery Team had seized 414 e-scooters in the RY and confirmed enforcement activity was ongoing.

Protecting Property

- The CC reported a reduction in residential burglary for both the RY and Qtr, noting the positive impact of Ring doorbells on home safety. Acknowledging the decreased solved rate, he advised it was a priority for the Force Performance Committee.

- Reporting an increase in shoplifting in the RY and Qtr, the CC noted that it reflected national trends. Despite the increase, he advised of a robust police response and highlighted the solved rate which had increased by 2.5% for the RY and 2.3% for the Qtr.
- The CC reported a substantial increase in business robbery, highlighting a recent change to the Home Office Counting Rules.
- The CC reported reduced levels of vehicle crime alongside an increased solved rate, and a reduction in personal robbery offences.
- The PCC asked if the Force understood the reasons for the decrease in residential burglary solved rate. The CC advised changes to workforce structure and the nature of criminality were contributing factors but emphasised the Force's continued robust response and use of the National Intelligence Model to tackle crime series.
- The PCC asked about Force support for Safer Business Action Week. Confirming all districts were involved, the CC noted activity focused on areas with high crime, high footfall and nighttime economies. Over the course of the week, he reported there were 94 arrests, 90 positive disposals and officers provided ~55 days of dedicated patrol hours.

Productive Partnerships

- The CC reported a 27% increase in Section.136 detentions for the Qtr, and a 3.4% increase in the RY. He also advised of an increase in concern for welfare incidents for the Qtr
- Reporting a reduction in missing persons/absconders from care settings, the CC highlighted extensive ongoing work with health partners to ensure incidents were correctly resourced in line with Right Care Right Person (RCRP).
- Amid heightened national focus on RCRP, the PCC sought assurance that the principles and guidance were being applied correctly. The CC expressed his confidence in the Force's approach, explaining they were acting cautiously to avoid gaps in service and to ensure appropriate partner engagement. Noting this may increase the volume of incidents responded to, he emphasised that safeguarding vulnerable people was the priority ahead of reducing demand in the longer term. Recent compliance checks had found 85% of staff met the required knowledge standards, with work ongoing to achieve full compliance.
- The PCC asked about the impact of the government's early prisoner release scheme and cases of prisoners being released by mistake. With regards to the former, the CC advised there was a good working relationship with Probation, but the start of the scheme saw a surge in demand which senior leaders and MOSOVO teams managed effectively in terms of meeting statutory obligations. Whilst it had stretched resources, the CC emphasised Kent Police were managing the current demand, although additional resources would be required should the scheme continue long term. Noting nationally there were reports of prisoners being released by mistake, the CC said he understood the rationale for the scheme [early prisoner release], but it was probably contributing to mistakes being made which was creating additional demand for some police forces.

Action

- Explore development of contextual update on rural crime outside of meeting.

3ii. Prevention

- Emphasising that prevention was fundamental to delivering the priorities within the PCC's Police and Crime Plan, the CC said it underpinned everything the Force did and noted almost every operational team undertook activity that in some way reduced and/or prevented crime and ASB.
- The CC highlighted the Strategic Prevention Command's role in embedding preventative practice and noted progress was monitored through a range of mechanisms. He also highlighted the work of Community Safety Units (CSUs) which was almost exclusively aimed at combating repeat crime and ASB problems.
- Referring to the OSARA problem-solving model, the CC explained that it identified issues through intelligence and data, analysed root causes and developed targeted responses that were evaluated for impact. He noted efforts to further embed the approach, allowing CSUs to share effective strategies across the Force.
- The CC reported a significant increase in the use of Prevention Orders and Protection Notices with officers growing in confidence to use them and highlighted the extensive prevention-focused training given to officers.
- Noting positive feedback from businesses and the public regarding Op Pilot, the CC explained it was designed to tackle drug possession and use within the nighttime economy.
- In terms of responding to heightened seasonal ASB in coastal areas, the CC highlighted that 34 dispersal orders were issued and numerous Community Protection Notices and Warnings. He advised the focus had now shifted to preventing any recurrence next summer, while ensuring resources aligned to areas of greatest demand.

- The CC highlighted partnership working to address street drinking and rough sleeping and thanked the PCC for supporting initiatives through his commissioning powers.
- Reporting on the use of Youth Intervention Workbooks, the CC advised early feedback indicated they were highly effective in diverting young people away from crime. He noted that the Pol-Ed system, the Reframe drug intervention, and the Youth Justice's deferred outcome scheme all formed part of the Force's wider approach to preventing repeat offending and ASB.
- The CC referred to a case study which successfully used the Buddi Tag system to monitor a young person's behaviour and address problematic lifestyle factors.
- Summarising the 'Clock it, Check it, Change it' initiative, the CC noted it equipped young people with the tools to identify and challenge harmful behaviour.
- The CC advised that the Force's Designing Out Crime Officers played a crucial role in crime prevention by collaborating with local authorities, architects and developers to create safer environments.
- The CC reported effective management of organised crime groups and advised the Force's focus was now on tackling anticipated offending and ASB over the upcoming winter and Christmas period.
- Grateful for the Force's efforts, the PCC requested detail on the extent of the Force's engagement in designing out crime. With specialist training and accreditation, the CC advised the Designing Out Crime Officers were well embedded in planning processes and proactive, as evidenced by the 541 applications responded to over the previous 12 months.
- The PCC asked about crime prevention activity around residential burglary and vehicle crime. The CC highlighted a comprehensive burglary prevention toolkit which was accessible to all officers and helped in giving practical advice to potential victims. He also advised that the Force was developing a CCTV Registry which would allow officers to access the location and contact information of registered CCTV, doorbell and other cameras as part of an investigation, and used My Community Voice to promote prevention messages and engagement events. While confident in the current approach, he expressed his aspiration to embed this further by engaging with every new homeowner.

4. Inspection, Audits & Reviews

Joint case building by the police and Crown Prosecution Service – A joint inspection by HMCPSI and HMICFRS of case building by the police and Crown Prosecution Service.

- The DCC noted the inspection focused on how police forces and CPS areas could improve culture, communication and partnership working to deliver stronger cases and provide an improved public service.
- Summarising the findings, the DCC advised it had found overly bureaucratic systems, insufficiently coordinated IT and weak strategic governance and coordination. Conversely, he noted it highlighted that changes to senior personnel in both policing and the CPS had positively impacted joint working.
- The DCC expressed his confidence in Kent's approach, particularly its oversight and scrutiny through the Investigative Quality Board, engagement with the CPS and the strong performance of Divisional Case Review teams.
- Advising the report made 18 recommendations, three of which were for CC's, the DCC confirmed the Force was well positioned to meet them.
- The PCC requested an update on the impact of the Proportionate File Build Pilot. The DCC said it launched on 29 September and reported that up to 23 October, 296 files had been submitted, delivering time savings of up to 36% and attracting positive feedback. Noting the next phase had commenced with Sussex and Surrey going live on 17 November, the DCC also advised of a name change to the Proportionate Disclosure Pilot, and highlighted enthusiasm to expand it to Crown Court cases due to pressures on investigative teams. Highlighting the benefits to the CPS, the CC emphasised the initiative was helping bring people to justice more quickly and agreed to provide an update on the benefits / savings achieved so far outside the meeting.

How effectively do the police record crime

- Noting this was a follow-up to a 2014 report, the DCC advised it had found significant improvements in crime data integrity and that all prior recommendations had been met.
- Despite this, he reported that it had found continued challenges in the recording of certain crimes, particularly those associated with DA, ASB and vulnerable victims.
- The DCC highlighted that Kent Police's last crime data integrity assessment (2021/22) had found 96.7% accuracy: the highest in England and Wales. Noting that this was to be reassessed in the current PEEL inspection, he advised the Force continued to have strong governance through the Data Audit Team which worked to HMICFRS' methodology.

State of Policing: The Annual Assessment of Policing in England and Wales 2024-25

- The DCC advised the report made no recommendations but observed that the decline in public confidence in the police may be levelling out and highlighted the role of the Government's Safer Streets mission in reducing crime and improving access to justice.
- Noting the report reinforced the importance of Neighbourhood Policing, the DCC highlighted previous positive commentary on Kent Police's investment to ensure it remained the bedrock of the policing model.

HMICFRS PEEL Inspection

- The DCC confirmed that most areas for improvement (AFIs) identified in the 2023 PEEL inspection had been successfully addressed, and those still in progress would be scrutinised under the current PEEL process.
- The DCC noted the Force was in the second week of intensive fieldwork for PEEL 2025/27 and expected the formal debrief in the new year. He advised that informal feedback to date was encouraging.

Update on 'Inspection of the effectiveness of police and law enforcement bodies' response to group-based child sexual exploitation: A progress report'

- Acknowledging the significant media and public interest, the DCC explained the report followed 2022 findings, which had identified that children were being exploited by criminal networks and highlighted failures in safeguarding responsibilities across policing and local authorities. Additionally, he advised a second report had identified inconsistent definitions and victim blaming language and made nine recommendations and one AFI.
- Noting Kent Police was one of the forces inspected, the DCC advised all recommendations had been responded to with the AFI closed and highlighted positive commentary regarding the CSE Taskforce and correct application of the Independent Inquiry into Group Based Child Sexual Abuse (IICSA) definition.
- The DCC stated the recent report noted overall progress in tackling group-based CSE but emphasised that further work was required to ensure a fully comprehensive coordinated response, namely the need for all authorities to adopt the IICSA definition.
- Noting the finding that Force's with dedicated CSE taskforces were better placed to provide advice to improve investigation quality, the DCC highlighted Kent's own CSE Taskforce. He observed the report also found that all forces were engaged in cultural and educational change to eradicate victim-blaming language and adopt a more consistent approach to partnership working aimed at preventing and disrupting CSE.
- The DCC highlighted positive commentary regarding the quality of Kent Police's problem profile, appropriate use of definitions, strong understanding of the issue, and proactive intervention by the CSE Taskforce to safeguard victims.
- Advising that the report made six recommendations, the DCC highlighted the need nationally to adopt the IICSA definition and implement the hydrant programmes CSE problem profiling template – both areas where Kent received positive commentary.
- Regarding record management, the DCC advised that despite the limitations of Athena, Kent Police had worked hard on its data quality and was now helping other forces.
- The DCC highlighted Kent Police's monthly deployments, including 80 hotel visits over the past year and collaborative work with Community Safety Partnerships to educate partners on CSE and the risks in line with Op MakeSafe.

Action

- Provide update on benefits of / savings achieved from Proportionate File Build pilot outside of meeting.

5. People

- The DCC noted there had been two further officer intakes since the last update, taking the Force to a fte strength of 4099.29, 23.71 under the budgeted establishment of 4123. The headcount was 4226, three over the headcount requirement of 4223.
- Reporting 128 officers had left the Force so far, this financial year, a turnover rate of 3.08% which was lower than previous years and helping to retain valuable experience, the DCC confirmed resignations remained the most common reason.
- Understanding resignations to be most common among those young in service, the DCC outlined retention efforts including 1:1 interventions and structured support to address workload and stress. He highlighted the 'Be The Change' programme and the success of the 'Empowering Leaders and Reducing Bureaucracy' initiative, which was now focused on tackling deeper cultural issues.
- The DCC noted ongoing work to meet the Neighbourhood Policing Guarantee whilst ensuring the service remained responsive and beneficial to the public of Kent.

- Acknowledging an increase in absence levels, the DCC emphasised the Force’s focus on improving attendance and wellbeing through return-to-work processes and wellbeing initiatives with evidence of stabilisation in some teams. He highlighted that Kent absence rates tracked below the national trend.
- The DCC advised the Force remained focused on investigator wellbeing and noted the current PEEL inspection would provide independent assurance.
- Commending the Force’s commitment to staff and officer wellbeing, the PCC asked how the reasons for leaving compared with last year. Advising there were 37 less leavers so far this year, the DCC reported it was mainly fewer resignations but noted that analysis had found no obvious trend.
- The PCC asked whether departments with a higher vacancy rate also experienced higher levels of absence. While noting that was sometimes the case, the DCC assured the PCC that overall, there was no significant correlation. He highlighted that the five departments with the highest vacancy rate did not appear in the top fifteen for absence and commended those working in departments with vacancies for their resilience.

6. Finance

- Noting the report’s alignment with previous updates, the CC advised he would focus on highlighting key points.
- The CC confirmed a forecasted a revenue underspend of £0.5m, noting the influence of police pay adjustments and movements to/from earmarked reserves.
- Confirming a projected capital underspend of £10m, the CC highlighted the impact of unforeseen delays in IT and Estates.
- With regards to the costs associated with officers leaving, the CC highlighted the impact of the lower-than-expected rate so far, this financial year.
- The CC acknowledged ongoing uncertainty regarding future funding and noted that confirmation of the core grant settlement would be critical to the Medium-Term Financial Plan (MTFP).
- Acknowledging good financial management by his and the Force’s Chief Finance Officer, the PCC asked how the underspend and subsequent increase in reserves would help address future financial challenges. Noting the uncertainty around the MTFP, the CC advised both would provide some assurance in future years. He highlighted financial pressures that would need addressing including the Emergency Services Network and Emergency Services Mobile Communications Programme, taser rollout and the ageing police estate, alongside the need to reduce borrowing.

7. 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
Outside of meeting explore development of contextual update on rural crime for inclusion in report.	Open	Force / OPCC	25.02.26
Outside of meeting provide update on benefits of / savings achieved from Proportionate File Build pilot.	Open	Force	25.02.26

Date of next meeting – Wednesday 25 February 2026, 10:00am – 12:00pm