

# Meeting Notes

**Title:** Performance and Delivery Board  
**Date and time:** Wednesday 11 December 2024  
**Venue:** County Room, Kent Police HQ, Sutton Road, Maidstone

**Attendees:** **Office of the Kent Police and 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)

**Apologies:**

1.	<b><u>Welcome &amp; Introduction</u></b>
	<ul style="list-style-type: none"><li>• Welcoming the CC and his team, the PCC expressed his thanks for the meeting papers.</li></ul>
2.	<b><u>Notes of Previous Meeting – 2 October 2024</u></b>
	<ul style="list-style-type: none"><li>• The notes were agreed as a true and accurate record, and the following actions discharged:<ul style="list-style-type: none"><li>○ Provide an update on the impact of the ASB/serious violence hotspots – included in the Making Kent Safer Plan paper.</li><li>○ Provide an update on Community Resolutions – to be provided ahead of the February 2025 meeting.</li></ul></li></ul>
3.	<b><u>Making Kent Safer Plan: Delivery &amp; Performance</u></b>
	<ul style="list-style-type: none"><li>• The CC advised he would not read the paper verbatim but pick out key points.</li></ul> <p><b>Work with residents, communities, and businesses to prevent crime and anti-social behaviour</b></p> <ul style="list-style-type: none"><li>• The CC reported the continued trend of reduction in reported all crime and victim-based crime. He noted solved rates across both types had increased, with an uplift in the use of Community Resolutions.</li><li>• With regards to ASB, the CC was pleased to note a reduction of 9.5% in reported incidents and thanked the PCC for both his support of the Force's change to the Neighbourhood Policing Model (NHP), and the additional funding obtained from the Home Office.</li><li>• Noting that whilst it was early days in terms of seeing changes in ASB and the long-term aim was further improvement, there had been some positive results. The CC highlighted work in specific hotspot areas of the county.</li><li>• The CC reported a continued reduction in burglary business and community offences.</li><li>• In terms of shoplifting and retail crime, the CC reported an increase in suspects interviewed and charged, and also noted a high number of Out of Court Resolutions including Community Resolutions.</li><li>• Acknowledging the PCC's interest in Force activity around the NPCC Retail Crime Action Plan, the CC noted good compliance.</li></ul>

- The CC highlighted the work of the Integrated Offender Management Unit (IOM) using Community Protection Warnings and Criminal Protection Notices, as well as good levels of interaction with partners. The CC further highlighted significant work in Maidstone in which offences at one location had reduced from 75 to 11 in October.
- Regarding serious organised retail crime, the CC referred to media that day regarding an Organised Crime Group (OCG) in another area of the country. He referenced the Serious Crime Directorate within Kent Police, and the resulting strong position this provided in terms of specialist resources if those OCGs were to operate in Kent.
- The CC noted a reduction in reported levels of burglary residential, violent crime and robbery.
- The CC acknowledged positive trends, particularly around violent crime reductions and the investment made paying dividend, while noting they were some of the most harmful crime types. The CC reaffirmed the intent of the Force to continually drive the figures down.
- Similarly, regarding hate crime, the CC reported a reduction. He explained this area was monitored carefully, particularly in light of potential reactions to world events. He noted however, that nothing exceptional had recently been recorded by the Community Liaison Team.
- The CC referenced the PCC's request for information on the Divisional Policing Review (DPR) and highlighted information in the paper. He emphasised the objectives matched Force priorities and the PCC's Making Kent Safer Plan. He said the priority was to build the most resilient policing model to continue to provide a high level of service to the public. Whilst the review was recent and he was not complacent, the CC said early signs showed promising opportunities around many of the crime types.
- The CC referenced the combining and centralising of some of the investigation structure and noted that ensuring respective commands worked seamlessly together was a key risk. Whilst initial evidence seemed positive, he advised the PCC he would provide more detailed feedback in the coming months.
- With regards to an administrative review by the Investigation Management Unit (IMU), the PCC asked for detail on the checks and balances that were in place and requested an update on the Force's position. The CC explained that the Crime Data Audit Team, in line with HMICFRS' methodology, checked compliance. He was pleased to report it was 94.9% in October. He noted that whilst this was a slight decrease from the previous year, it was likely due to administrative strains of system upgrades. He reaffirmed the checks and balances were robust and in line with HMICRS's methodology.
- The PCC noted the HMICFRS PEEL Spotlight report referenced the importance of continuity in policing teams to help tackle ASB. He asked how the Force was taking this into account. The CC explained that maintaining continuity was a Force priority, and that the current model was robust in supporting this. He highlighted risks including unforeseen events and workforce planning requirements, but emphasised continual monitoring by the DCC aimed to minimise any detrimental impact. The CC advised of his intent to keep the PCC informed.
- The PCC asked for detail in respect of a deep dive on the Force's compliance with the NPCC Retail Crime Action Plan, particularly in relation to attendance at scene. The CC reported that 89% were attended and offered to provide further detail on the remaining 11%. However, the CC referenced instances within the 11% where the criteria for attendance would not have been met.
- The PCC asked for detail on attendance at residential burglaries and for information on preventative plans/campaigns in the run up to Christmas. The CC reported an attendance rate of over 97%, with non-attendance being underpinned by reasons beyond the Force's control. The CC explained that a lot was done throughout the winter by various departments, with mention of the Safer Winter campaign. He explained the work of the PCSOs in providing preventative messaging.
- The PCC placed on record his thanks for the Force's proactive work around burglary.

#### **Tackle violence against women and girls (VAWG)**

- The CC reported how the Force aligned and worked with partners to tackle VAWG, acknowledging the importance of identifying the right tools for professionals to spot early signs of child sexual exploitation (CSE) and respond more quickly.
- Locally, the CC reported positive progress, including the Force's national recognition for Rapid Video Response and its subsequent roll-out nationally, and the near implementation of the MARAC Hub with the addition of the case management system.
- The CC referenced the content of the paper and acknowledged the PCC's familiarity with the ongoing work of Strategic Partnerships and the Violence Reduction Unit (VRU). He added that the paper detailed examples and outcomes of the Force's work, creativity and dedication surrounding VAWG and good results in that regard.
- With regards to rape, the CC reported a reduction of 9.4%, 50 less offences, as well as an increase in the charged rate. He added more work was underway to understand the significant reduction in reported offences during August.
- The CC acknowledged the increase in reports of sexual offences and explained it was subject to further analysis.

- The PCC commented on good implementation by the Force of the Best Bar None and Ask for Angela schemes. He referenced a report in London showing that bars were not complying with the Ask for Angela scheme and asked if Kent Police was doing anything to ensure this was not replicated locally. The CC highlighted the Force's national recognition for the Best Bar None scheme. He explained that through this scheme, Ask for Angela compliance was a measure used on local establishments. The CC noted further new material was available to partners that underpinned visibility of the schemes using QR codes. Additionally, the CC explained covert deployments were actively used in areas with a night-time economy and had resulted in a number of arrests.
- Whilst acknowledging its relevance to most offences, the PCC highlighted attrition rates within the criminal justice system and asked whether survivors of rape were bravely remaining in the system to the conclusion of their case. The CC affirmed that survivors of rape were staying within the system but noted the detrimental impact of the delays within the criminal justice system. The CC recognised the continued work in this area and the bravery of the survivors, who wanted to see justice done.

### **Protect people from exploitation and abuse**

- The CC highlighted a reduction in reports of domestic abuse (DA). The trend was also observed in the charged and solved rate, with the CC confirming it was a key focus for the Force. He advised that the DCC, who chaired the Force Performance meeting would speak further about the challenges.
- The DCC provided a comprehensive update, noting the reduction in charged rate was a performance priority. He reiterated that work was being done to understand victim attrition within the system and to engage with partners who offered support to victims.
- The CC stated adult protection and violence against the person (VAP) were crime types where a reduction in reports was observed.
- The CC highlighted work by the Serious and Organised Crime Unit (SOCU) with regards to operations into child sexual exploitation.
- The CC highlighted a case study showing the work of the Fraud Investigation Unit.
- Whilst noting the good reductions in DA and VAP, the PCC asked for detail on understanding the reasons behind this. The CC explained that whilst some may be due to changes in the Home Office Counting Rules, more work was needed to identify and understand the detail behind the reductions. The DCC clarified the CC's stance and added it may also be influenced by activity surrounding preventative policing measures.

### **Combat organised crime and county lines**

- Whilst recognising the decrease in live OCGs, the CC also noted a reduction in disruptions. He explained this may be due to the often non-linear timeline of investigations but had asked for further work to be undertaken. The CC highlighted the work of the East SOC Team in collaboration with The Gangmasters and Labour Abuse Authority in Canterbury and the upturn in arrests within the period.
- The PCC acknowledged the good work, with the decreasing number of OCGs a strong positive sign.

### **Be visible and responsive to the needs of communities**

- The CC noted the continued impressive work of the Special Constabulary. Referencing their commitment to policing, he highlighted the number of arrests and Traffic Offence Reports detailed in the paper.
- The CC was pleased with the FCIR's performance and reported a good level of sustainability in this regard. He noted that the performance of the FCIR compared positively nationally on multiple fronts.
- The PCC placed on record his thanks for the superb performance of the FCIR and the focus on it from the CC.
- Considering the government target to recruit more Special Constables, the PCC asked what events were planned to help achieve it. The CC assured the PCC there was a provisional plan to train 96 Special Constables, but advised it was not firm due to uncertainty around the government target.
- With regards to borderless response being replaced with Operation Ripple, the PCC asked the CC to clarify the position on resource deployment. The CC clarified the purpose of Operation Ripple was to remind officers of their role in responding to calls, and that it sought to reaffirm this would sometimes be inter-district. The CC highlighted the work being undertaken to ensure the right level of resource was available in the right places.
- In relation to Right Care, Right Person, the PCC asked if any partners had raised concerns about gaps in service provision. Acknowledging the PCCs support, the DCC explained that partners had not reported anything negative and that going into 2025 he expected to see reliance on Kent Police fall further. If there were gaps in service, the DCC believed it was on the health side and recognised the need to monitor continually, alongside partners.
- The PCC asked for detail on action taken to reduce motorcycle theft. The CC stated it was an area of focus and extensive activity. He highlighted the use of drones and collaboration with partners within the

community and at a school level. Despite the activity, the CC recognised it was an area where more work was needed.

#### **Prevent road danger and support Vision Zero**

- Recognising the impact of serious collisions, the CC reported a reduction of 65% in fatalities, but an increase in serious injuries. He highlighted the work of the SCIU in providing thorough scene investigations.
- In terms of wider enforcement, the CC highlighted various workshops and operations in the education of safe road use, with positive levels of engagement and enforcement. The CC emphasised the work of the Special Constabulary Roads Policing Unit and their role in enforcement.
- The PCC asked what action was being taken to address the disproportionate number of motorcyclist fatalities. The CC noted it was an area of concern, with motorcyclist fatalities accounting for 25% of road deaths. He acknowledged the work of the Kent and Medway Safer Roads partnership, particularly highlighting activity at Brands Hatch and visits to cafes popular for biker meets. The CC noted it was of interest to explore the bike simulator already used in Devon and Cornwall.

#### **Protect young people and provide opportunities**

- The CC reported a decrease in child protection related offences of 95 for the period. He advised it was against the backdrop of restructuring Child Protection Teams within the DPR.
- The CC highlighted the incredible Volunteer Police Cadets, which had received the King's Award for Voluntary Service. He put on record his thanks to all staff involved in the scheme and to the PCC for his ongoing support.
- The PCC also endorsed the phenomenal scheme and asked that his congratulations and thanks be placed on record to the Cadets, the Force, and past Leaders for receiving the King's Award.

#### **Action**

- **Provide further detail on the 11% of retail incidents not attended by the Force.**

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

##### **HMICFRS publication – An inspection report on progress to introduce a national operating model for rape and other serious sexual offence investigations in early adopter forces**

- In terms of Operation Soteria, the DCC summarised HMICFRS' methodology, referencing that Kent was included in the inspection. The DCC explained there were a number of findings, with Kent receiving favourable commentary. He highlighted that most forces had a good response to rape and serious sexual offences and effective use of RASSO scrutiny panels. A shortage of detectives nationally was noted as a performance challenge. The DCC also referenced the difficulties within the criminal justice system and the subsequent impact on detectives.
- Of the recommendations made by HMICFRS within the report, the DCC was confident good progress had already been made, noting that they were under continual monitoring.
- Noting the national shortage of detectives and that early advice from the CPS was found to not always work well, the PCC asked whether evidence of these issues existed in Kent. The DCC confirmed the Force was in a strong position. He reported, against a target of 532, the existence of 496 detectives, with more officers working to accreditation. Referencing the early advice, the DCC affirmed this was not the case in Kent and clarified a good working relationship with the CPS meant that should issues arise, the Force was in an advantageous position to resolve them.

##### **HMICFRS publication – An inspection into activism and impartiality in policing**

- The DCC provided an overview of the recommendations. He explained there was a heavy focus on the review of policies and practices, applying clear guidance for officers around visible representation and dealing with non-crime incidents.

##### **HMICFRS publication – The police response to stalking: report on the super complaint made by the Suzy Lamplugh Trust on behalf of National Stalking Consortium**

- The methodology of the inspection was outlined by the DCC. He explained investigations into stalking offences and the safeguarding of victims were positive areas observed by HMICFRS. The need to understand the scale and type of offending was identified. Of the recommendations made, the DCC highlighted the need to publish an action plan which the Force had done.

- As part of the PEEL 2023/25 report, the CC highlighted the observation of innovative work in identifying stalking, and the establishment of Multi-Agency Stalking Prevention Panels in Kent.

#### **HMICFRS publication – The policing response to ASB**

- Despite previous good commentary, the DCC emphasised the Force was not complacent. Areas of focus included collection of data, working with partners and the use of problem-solving tactics to disrupt ASB.
- The DCC advised, that of the recommendations made, there was good progress.
- Referencing upcoming performance framework changes, the DCC noted there would be an emphasis on perception of policing to help tackle ASB. He expected the changes to be implemented in 2025.
- Noting renewed focus on perception, the CE sought assurance of focus around other methods of policing including activity within problem solving. Whilst recognising the importance of perception in policing, the DCC explained the Force also recognised other areas. He advised that beyond collection of data, there was also a focus on the importance of how the data was used to problem solve.

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

- The DCC highlighted progress in addressing the areas for improvement (AFIs). He focussed on those surrounding Responding to the Public, noting the early closure of three out of four AFIs. Despite this, the DCC referenced the ongoing review and offered assurance that it remained a focus for the Force.
- The DCC explained the greatest focus was currently on the Investigating Crime AFIs. It was his opinion that they were indicative of a younger workforce, explaining the need to continue driving consistency through policy and leadership.
- The CC added a consultation on the new PEEL framework was expected to result in changes to the question structure and methodology. He offered to provide the PCC with an update when more detail was received.

#### **Internal and External Audit Functions**

- The DCC noted that EY had finished their value for money assessment for 2022/23 and it had been presented to the Joint Audit Committee (JAC).

#### **Action**

- **Provide an update on the new PEEL framework once more detail is known.**

### **5. People**

- With a maintenance target for 2024/25 of 4,223 officers, the DCC was confident in the Force's ability to meet this, with two intakes scheduled for January and March 2025.
- The DCC noted strong feedback was received regarding the Police Constable Entry Programme (PCEP). He highlighted work undertaken by the Learning and Development Teams in aiding an uplift of funding available for Police Constable Degree Apprenticeship (PCDA) students.
- Moving to representation within the Force, the DCC reported a good level of applicants identifying as female and/or from ethnic minority backgrounds. Recognising this was good news, the DCC also noted the level of conversion to employment was not as high, particularly those from ethnic minority backgrounds.
- Regarding the conversion rate, the DCC acknowledged work undertaken by the Inclusion Team to drive up diversity. Of note, school and college engagement programmes across the county and the Positive Action Engagement Programme (PAEP) which offered tailored support and guidance. He promoted the PAEP, which had benefitted 157 candidates from ethnic minority backgrounds. The DCC reported on the use of the More than a Badge podcast to complement outreach work, which had received positive feedback on relatability.
- The DCC confirmed Kent to be in line with national findings on leaver analysis, noting most leavers were young in service, citing alternative employment or health related issues. He explained detailed analysis was communicated with Heads of Departments to respond to any trends identified. The DCC highlighted the success of the Retention Ambassador Programme.
- Citing absence data, the DCC noted a slight increase in days lost, highlighting East Division and PSE and PCSO absence. He confirmed a process was undertaken by the Performance Improvement Unit (PIU) to provide interventions and support where necessary, explaining the role of the Be the Change programme in providing leaders with appropriate skills.
- The DCC praised the work of Occupational Health, acknowledging their national recognition in decreasing the referral time from 17.5 days to 11.4, with it currently at less than ten working days.

- The PCC noted the declining proportion of females joining via Investigate First and asked for any rationale. The DCC explained whilst the proportion had decreased, the volume of female applicants had continued to increase, noting an increase of 33 applicants in the last year. Proportionally, the DCC acknowledged the decline in females was offset by an increase in male applicants.
- Citing the 525 live applications in November 2024, the PCC asked whether numbers of applicants across the overall recruitment pipeline were being sustained compared to previous years. The DCC confirmed numbers to be consistent, noting 520 applicants in 2023 and 517 in 2022 for the same month. In response to interest by the CE about the time taken to recruit, the CC explained the volume remained, but there were delays in the process due to vetting.

## 6. **Finance**

- The CC reported the Force was projecting a £0.5m underspend.
- The CC highlighted the increase in cost of Police Officer Injury Pensions. Whilst acknowledging work was done to mitigate the circumstances, the CC recognised the large financial impact one case could have.
- With reference to savings, the CC acknowledged the position regarding police staff and PCSO vacancy factors. He explained, whilst an area of saving, the current level of police staff vacancies presented a significant challenge operationally.
- The CC stated he remained hopeful the Force would receive recompense surrounding the change in legislation on XL Bullies.
- The CC reported the estimated capital spend was £18.2m, an underspend of £6.4m against a budget of £24.6m.
- Thanking the PCC for his involvement in government conversations, the CC noted the impact of pay scale increases on overall Force expenditure.
- In summary, the CC advised substantial savings would need to be made across the coming years and acknowledged the associated performance challenges. The CC reaffirmed his desire to ensure the Force continued to provide a high-level service to the people of Kent.
- Considering recent confirmation of National Insurance increases, the PCC asked if the Force had investigated the potential impact. Recognising the financial pressure this could put on the Force, the CC also explained he had not received clarity on the matter.

## 7. **Topical Issues & Update on Significant Operational Matters**

- Recognising the PCC's previous interest, the CC explained the EU Entry/Exit system had been delayed and was now expected to commence in spring 2025. He detailed the plan to phase the introduction over six months which was favourable to the UK and would reduce the risk to Kent. The CC emphasised the commencement date had not been confirmed, so a level of risk remained.
- Referencing the early release of prisoners (SDS40 scheme), the CC advised the Force was now operating business as usual around the matter and updated the PCC on both tranches in Kent. He detailed tranche one, 66 offenders released with 17 having now been recalled. Tranche two saw 28 offenders released with no recalls currently. The CC expressed a need for heightened focus around intelligence checks for high-risk prisoners.

In closing, the PCC thanked the CC and DCC for the reports and their teams for producing them. He also thanked those joining online and expressed good wishes for the New Year.

	Status	Owner	Due Date
Provide further detail on the 11% of retail incidents not attended by the Force.	Open	Force	19/02/2025
Provide an update on the new PEEL framework once more detail is known.	Open	Force	19/02/2025

**Date of next Performance and Delivery Board: 19 February 2025**