

MEETING NOTES

Title: Performance & Delivery Board

Date and time: 04 June 2026 @ 09:45am

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

Attendees: **Office of the Kent Police & Crime Commissioner (OPCC)**

- 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 paid tribute to PC Bradley Corke, who tragically died on 21 March 2026 whilst responding to a call from the public. He also wished PC Lewis Bodkin well as he continued to recover from his injuries.
- Welcoming the CC and his team, the PCC expressed his thanks for the meeting papers.

2. Notes of previous meeting – 25 February 2026

- The notes were agreed as a true and accurate record, and the following action updates noted:
 - Provide update on results of operational activity relating to nuisance vehicles (when available) – to be provided by end of June 2026.
 - Provide further detail on plans to tackle residential burglary outside of meeting – received with thanks.

3. Cut Crime, Support Victims, Build Trust

Police & Crime Plan performance and delivery: January to March 2026

- For the purpose of this report, the data reflected the rolling year (RY) comparison April to March 2025 vs April to March 2026, and quarter (Qtr) comparison January to March 2025 vs January to March 2026.

Protecting People

- The CC reported a 5.8% reduction in victim-based crime (VBC) for the RY, and an 8.1% reduction for the Qtr. Noting the marginal increase in criminal damage was being monitored, he highlighted the increased solved rate with 800 additional charges for the RY.
- Highlighting a reduction in Violence Against Women and Girls (VAWG) offences, the CC advised there were 1,134 fewer victims in the Qtr, and the solved rate had increased by 1.0 percentage point. He also noted the victim withdrawal rate had decreased 0.42 percentage points for the RY.
- The CC reported reductions in rape and serious sexual offences, with rape decreasing 8.4% for the RY and 12.3% for the Qtr. He advised the solved rate had increased 0.9 percentage points for the Qtr.
- Noting the victim satisfaction rate for rape had decreased, the CC advised each case of dissatisfaction was assessed for potential service improvements.
- The CC highlighted a continued reduction in Domestic Abuse (DA), alongside an increased solved rate. Whilst the victim satisfaction rate had fallen 2.9 percentage points for the Qtr comparison, he noted it had increased by 3.4 percentage points on the previous Qtr.
- The CC reported a 4.2% reduction in serious violence for the RY, and an 8.2% decrease for the Qtr (301 less offences). He also reported a 0.9 percentage point increase in the solved rate for the Qtr.

- Noting knife crime had increased 1.8% for the RY, the CC highlighted the most recent Qtr saw a 3.9% reduction, attributable mainly to a reduction in assault with injury offences involving a knife.
- Referencing PEEL feedback that recognised “meaningful and sustained improvement” in outcomes for victims, the CC acknowledged the Victim and Witness Care Unit’s dedication to providing an exemplary service despite the pressures within Kent’s Criminal Justice System (CJS).
- The PCC asked how the Force encouraged reporting of VAWG offences. Noting a reduction in VAWG was only positive when not at the expense of public confidence, the CC highlighted the use of digital channels, [My Community Voice](#), community engagement events and PCC commissioned services to promote and reinforce that the police were ready to respond to any crime. He also noted victimless prosecutions were utilised where appropriate.
- The PCC sought an update on the use of protective orders. Acknowledging use was historically inconsistent, the CC advised protective orders were now fully embedded in Force practice, supported by the Proactive Orders and Safeguarding Team who also facilitated the [Domestic Violence Disclosure Scheme](#). He reported 172 live Stalking Protection Orders (January – May 2026), and 236 Domestic Violence Protection Notices; of which 206 had been converted to Domestic Violence Protection Orders by the courts.
- The PCC asked how opportunities for victimless prosecutions were maximised. Noting the practice was fully embedded and monitored through the Force Performance Committee, the CC highlighted use in relation to DA cases where the victim did not provide support. Recognising this could occur for a number of reasons, he explained the process adopted an evidence-led approach, analysing forensic, digital and third-party witness evidence. He highlighted pursuing such charges demonstrated the Force’s commitment to holding suspects accountable and protecting vulnerable victims.
- With regards to the offence of ‘upskirting’, the PCC asked about the training/guidance officers received. The CC confirmed that officers had recently received guidance on predatory sexual offenders and the associated Standard Operating Procedures had been updated. Regular updates on these offences would continue to be communicated to officers as required.
- Referring to the recent implementation of the Crime and Policing Act 2026, the PCC requested a briefing on the measures introduced and the impact in Kent.
- The PCC asked about the impact of Operation Soteria on rape and serious sexual offence investigations. Highlighting that Kent Police was an early adopter, the CC confirmed that two recent assessments had demonstrated positive practice by the Force. Advising there was no complacency, he noted addressing any identified weaknesses and ensuring appropriate investment was overseen by DCC Ayling.
- Acknowledging the Force’s good performance in relation to knife crime, the PCC asked about engagement in the national Operation Sceptre intensification week. The CC reported countywide activity including weapon sweeps resulting in numerous seizures, 220 knives collected through surrender bins, educational inputs to schools and joint operations with Trading Standards targeting unlawful knife sales.
- Commending the VWCU, the PCC sought clarity on the level of victim withdrawals from the CJS, and whether it was greater for certain offences. Advising the average withdrawal rate was 17.4%, the CC reported that for DA cases, 52.2% of non-convictions were due to withdrawal. Explaining court cases were being listed into 2029, he noted increasingly withdrawals were linked to waiting times. Despite investment, the CC acknowledged it remained a strategic challenge for the Force.

Protecting Places

- The CC reported an increase in the total calls for service for the RY and the Qtr. Highlighting 101 call volume continued to decrease, he also noted a continued growth in digital contact.
- While currently manageable, the CC noted 999 calls had increased 2.6% for the RY and 5.1% for the Qtr. Noting there had been eleven days in May with 1,000+ 999 calls, he highlighted the low levels of 999/101 call attrition and advised he was alert to the implications should that level of demand continue.
- The CC noted a ~19% increase in emergency calls attended within 20 minutes for the RY and Qtr.
- Reporting an increase in ASB for the RY and Qtr, the CC advised it was primarily attributable to changes in recording practices. Advising local Community Safety Units identified emerging trends, he highlighted recent good practice in relation to tackling nuisance motorcycles which had been shared force wide.
- Highlighting a reduction in Rural Crime for the RY and Qtr, the CC advised a marginal increase in vehicle crime, mainly attributable to Theft From and Vehicle Interference, was being monitored.
- The CC reported an increase in the number of people killed or seriously injured on Kent roads, with 10 additional reports for the Qtr. Highlighting no clear pattern had been identified, he drew attention to enforcement results for the ‘Fatal 4’ and advised the Force was analysing how to enhance its response, including through collaboration with partner agencies.
- Noting positive feedback from communities, the CC highlighted the Force’s Neighbourhood Policing (NHP) Officers, who were focused on prevention, problem-solving and engagement.

- The CC advised extractions from NHP roles were carefully managed, but were, on occasion, unavoidable.
- Noting local officers worked alongside specialist officers including Child Centred Policing Teams and Licensing Teams, the CC advised neighbourhood activity was showcased via the Force's digital channels.
- The PCC sought to understand how the Force was reducing the time taken to attend emergencies. The CC emphasised there was no expectation for officers to exceed their training to achieve nationally set response targets. The DCC noted extensive activity to monitor the Force's position in this regard, including robust FCR oversight, strategic resource planning with a focus on peak demand times, a review of handover periods, and Operation Infinite which extends availability through Victim Based Crime Teams.
- The PCC asked about Force preparation with partners for the seasonal summer spike in ASB. The CC emphasised the role of Community Safety Partnerships in addressing ASB in areas of high footfall. Noting lessons learned from last year, he highlighted the Force's swift and robust response to May's influx of young people to Kent's coastline, including the use of Dispersal Orders, ASB powers and collaboration with the British Transport Police on the Sheerness line, resulting in alcohol seizures and arrests.
- The PCC asked for an update on firearms licensing processing times. The CC reported an average of 78 days for grant applications and 56 days for renewals, but noted case complexity and external factors can delay individual cases. Emphasising public safety would never be compromised, he advised the use of technology was being explored to enhance the service.
- With regards to NHP Officers, the PCC questioned how the Force ensured abstractions from normal duties were minimised. The CC reported ACC Brookes has led extensive work to identify and minimise extractions where appropriate, and this will continue to be monitored. Reinforcing that officers were never routinely extracted, he advised anything outside of day-to-day expectations was fully understood.

Protecting Property

- The CC reported the RY reduction in residential burglary had continued with a 6.1% reduction for the Qtr, equating to 36 fewer victims. He highlighted the solved rate for the Qtr had increased by 5.2 percentage points, with an additional 27 crimes solved, and noted the slight reduction in attendance was attributable to legitimate reasons.
- Acknowledging the large increase in Business Robbery, the CC anticipated a more meaningful comparison would be possible at the next meeting.
- The CC noted the solved rate for Shoplifting offences had increased 3.5 percentage points for the RY and 4.7 percentage points for the Qtr, with over 1,500 charges and Community Resolutions administered in the three-month period.
- Reporting an overall reduction in Vehicle Crime, the CC advised the 2.2% Qtr increase in Theft From Motor Vehicle and decrease in solved rate were being monitored.
- Against a RY reduction in Personal Robbery, the CC noted the 5.7% (10 offences) Qtr increase was attributable to marginal increases in January and March. He also noted a decrease in the solved rate, with five less solved outcomes in the Qtr, and advised this was a key area of focus for the Force.
- With regards to Retail Crime, the PCC asked how the Force was performing against the NPCC Action Plan attendance criteria. Noting the Action Plan prioritised attendance where violence was involved or a suspect detained, the CC advised the Force's quality assurance checks found 89% attendance at incidents involving violence, compared to a national average of 60%. Attendance at incidents where suspects were detained was 76%, in line with the national average. The CC advised performance would continue to be monitored, with the aim of achieving attendance at all incidents involving violence.
- The PCC asked whether the Force understood why the solved rate for Personal Robbery had decreased. Noting it was not affected by an increase in offences, the CC advised it was under review and interview rates were increasing.

Productive Partnerships

- The CC reported a RY increase in Section136 detentions, Concern for Welfare incidents and MISPER/Absconder from care incidents resourced. For the Qtr, he reported a decrease in Section136 detentions of 4.5% and Concern for Welfare incidents resourced of 7.7%.
- The CC advised regular meetings with healthcare trusts ensured all agencies were suitably engaged with their responsibilities relating to Right Care Right Person (RCRP) and noted the Force was focused on how to enhance its own response.
- The PCC asked how officers were using Safe Havens to support RCRP. The CC advised the use of Safe Havens enabled quicker access to advice and supported appropriate use of health services. However, he emphasised healthcare capacity remained a national issue that continued to impact police demand and said it was still too

soon to determine how effectively RCRP was operating. The CC offered to provide an update on progress in delivering RCRP across the county.

4. Inspections, Audits and Reviews

PEEL 2025-27

- The DCC advised the Force achieved gradings between Adequate and Outstanding and noted it was the only Force to date, to have no areas graded Requires Improvement or Inadequate. He added efforts were focused on progressing the identified Areas For Improvement (AFIs).
- With 14 of the 15 previous AFIs complete, the DCC advised the remaining AFI relating to outcome finalisation codes had been superseded with updated observations.
- The DCC highlighted positive feedback relating to the Force's governance, performance framework and work to improve leadership standards.
- The DCC advised that whilst no AFIs were identified under 'leadership and force management', it was noted the Force needed to strengthen its use of predictive analysis within the Force Management Statement.
- Under 'developing a diverse and inclusive workplace', the DCC highlighted the Outstanding grading and recognition of the Force's high-quality training, support services, and Citizens in Policing programme. He noted the Force was sharing best practice nationally.
- The DCC advised the Force was addressing the two AFIs under 'using powers fairly and appropriately' by improving audits of Use of Force incidents and increasing the number of Independent Scrutiny Panel reviews.
- While the DCC observed 'preventing and deterring crime' was graded Good with no AFIs, he added the Force was focused on ensuring the visibility and accessibility of NHP Teams.
- Achieving Adequate for 'responding to the public', the DCC emphasised Kent Police's sustained FCIR performance, making it a national leader. He advised the Force was focused on driving consistent attendance times; an identified AFI.
- The DCC noted positive feedback in relation to 'investigating crime', highlighting increased positive outcome rates, a strong victim focus, and good use of Victim Needs Assessments. With regards to the AFI, he advised work was underway to improve consistency in assigning crime outcome types.
- In relation to 'safeguarding children and adults', the DCC noted the Force was addressing the AFI regarding the management of Missing Persons through its change programme while balancing variations in local and seasonal demand.
- The DCC highlighted positive commentary under 'managing fraud' regarding capability to investigate complex cases and work with partners. He advised the AFI relating to governance would be addressed through the refreshed Force Performance Framework and noted ongoing activity to improve fraud investigation capacity.
- The PCC asked about the impact of the change from Action Fraud to Report Fraud. Noting there were some early implementation issues, which had presented challenges nationally, the CC reported a significant reduction in the number of disseminations and quality of information received. He said the City of London Police were addressing these challenges with some improvement demonstrated however this needed to be accelerated. Since the Force's response was dictated by the effectiveness of the new service, he added it would be monitored closely over the next few months.
- The PCC acknowledged the excellent progress the Force had made and thanked the CC and DCC for driving the improvements and their leadership over the last three years.

RSM Internal Audit

- The DCC noted the strong partnership between the OPCC and RSM, with oversight by the Joint Audit Committee and highlighted no issues of concern arising from the report.

5. People

- The DCC reported 129 joiners since the last update, and a total of 257 for the 2025/26 financial year.
- Noting that there was no longer a requirement to maintain the original Police Uplift headcount requirement, the DCC advised the 2026/27 recruitment plan aimed to achieve a headcount of 4,210 by 31 March 2027, with four scheduled intakes.
- Highlighting the Force's low turnover rate for officers and staff, the DCC noted there had been fewer leavers compared to previous years and other police forces.
- Advising the Force's exit process tracked reasons for leaving, the DCC reported resignations and retirements continued to be the most common routes, and personal/professional development the most common reason.

- Highlighting PEEL feedback commending the Force's retention activity, the DCC advised areas vulnerable to attrition were subject to enhanced focus. He also highlighted the 'Be The Change' programme, which focused on the role of supervisors and middle management in retaining and supporting staff.
- Noting the Force slightly exceeded last year's NHP requirement, the DCC advised plans had been developed to meet the 2026/27 requirement of 352.82 NHP officers.
- The DCC reported a small increase in officer absence but noted it remained the 10th lowest level of absence nationally. He advised departments and teams with high absence were monitored.
- The PCC asked for an update on Volunteer numbers, including Special Constables. Commending the contribution of Special Constables, the DCC advised there was an increase of 14 last year, taking the March 2026 total to 189. Noting there was a slight reduction in Cadet numbers, he added levels of Cadet Leaders were consistent.
- Acknowledging the additional pressures on officers' time, the PCC sought assurance that rest days owed were being managed effectively and they remained at a reasonable level. Recognising the importance of rest days, the DCC confirmed they were closely monitored in line with Police Regulations but also acknowledged there was a level of personal choice. Noting there was data and appropriate oversight, he advised activity had been accelerated following discussions at the Joint Negotiating and Consultative Committee to ensure alignment with national expectations, while preserving personal choice.

6. Finance

- The CC highlighted a £14.4m capital underspend with a request to roll forward £5.3m, an £8.9m revenue underspend and £0.6m surplus on Council Tax for the 2025/26 financial year.
- Reporting a positive position currently, the CC advised he remained focused on the Medium-Term Financial Plan (MTFP), particularly years three and four which present significant financial pressures.
- The CC thanked the PCC for his support with the North Kent PFI settlement. He advised the approval to capitalise the costs and spread it over a period of time had relieved some financial burden.
- Noting departmental savings and a higher-than-budgeted vacancy factor had driven the underspend, the CC explained this was due to natural workforce turnover.
- The CC advised future financial planning needed to balance maintenance of service standards and business investment with budget constraints.
- Noting there was a healthy balance in reserves, the PCC asked how it would help manage the demands on the Force across the MTFP. Reinforcing the challenges in years three and four of the MTFP, the CC advised managing current budgets cautiously would help protect the future financial position, while remaining mindful of the impact of decisions on officers and staff.

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
Provide a briefing on the measures introduced by and impact of the Crime and Policing Act 2026.	Open	Force	25.11.26
Provide an update/briefing on progress in delivering RCRP across the county.	Open	Force	25.11.26

Date of next meeting – Wednesday 02 September 2026, 10:00am