Force Management Statement

2025

Kent Police

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Foreword

The Force Management Statement (FMS) is an annual self-assessment of the demands and challenges we face as a force, and how we intend to address them.

Over the past year, we have maintained our focus on delivering the Kent Police Pledge; providing a high-quality policing service delivered with absolute integrity, supporting and protecting victims, and catching criminals and solving crime. This also being in support of the priorities within the Kent Police and Crime Commissioner's Police and Crime Plan, and our obligations nationally to the Strategic Policing Requirement.

Kent Police officers, staff and volunteers continue to deliver some outstanding results, all within the context of a continuously challenging policing landscape, that sees evolving criminality and ongoing financial constraints. As a public service, we must remain accountable for our service delivery and importantly, ensure that those who live, work and visit Kent can have the trust and confidence in us to do the job.



Therefore, over the past year, we have focused attention on key workstreams that invest in our capacity and capability and are reflective of demand and local priorities. This investment has been supported by government funding through the Police Officer Uplift Programme, as well as continued local support for an increase in precept funding.

Neighbourhood Policing is the bedrock of our service, and I was delighted the Government recently announced additional funding in this vital area of policing. In the past few years, we have recruited over 900 more police officers, enabling greater accessibility and visibility by dedicated Neighbourhood Policing officers across our communities, including town centres and rural locations. The additional funding of £4.9 million will allow us to invest an additional 65 police officers to work within Neighbourhood Policing across the county, alongside 80 new Special Constables and 40 uniformed volunteers.

In addition, the force has undertaken a comprehensive Divisional Policing Review, redesigning investigation structure. This has enabled the creation of larger and more resilient teams that ensure a strong focus on domestic abuse (DA) and violence against women and girls, whilst applying national guidance through centrally owned, highly skilled teams investigating rape, child and adult protection, and high risk and serious DA. This model went live in October 2024 and will be subject to a post implementation review in 2025 to ensure objectives are being met.

To enable efficient and effective working practices across our policing model, we are continuing to invest in technology to deliver transformational change. To this end, I have personally commissioned a year-long project, which focuses on empowering our leaders and reducing bureaucracy. Policing evolves at pace, but this is an exciting opportunity for us all to look in depth at what we do, why, and how, to ensure continuous improvement in our service delivery. The participation from officers and staff has been exceptional during the engagement phase, and I am looking forward to seeing us realise the benefits of this work over the coming year.

As the Chief Constable for Kent Police, I remain extremely proud of how our officers, staff and volunteers continue to strive to deliver a high-quality policing service in line with our Kent Police Pledge. I look forward to seeing how the additional investment enhances our capacity and capability to meet demand and challenges over the coming year.

Tim Smith
Chief Constable
Kent Police

Declaration

This is Kent Police's Force Management Statement. Except where stated otherwise, information in this statement is complete and accurate in all material respects.

Introduction

This document represents Kent Police's Force Management Statement submission for 2025.

An FMS is a requirement placed upon all forces in England and Wales by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

An FMS may be summarised as follows:

A Force Management Statement (FMS) is a self-assessment that chief constables (and London equivalents) prepare and give to HMICFRS each year. It is the chief constable's statement and explanation of:

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

Source: Extract from HMICFRS Force Management Statements: Guidance and template for forces.

Navigating this document

Whilst an FMS is a requirement from HMICFRS and the primary audience remains the Inspectorate, Kent's FMS provides a robust, evidence-led document that adds real value to the force and supports strategic change and enhances legitimacy in the force's planning cycle. The force's FMS will be made available to the public on the Kent Police website (redacted where required) as part of the Freedom of Information (FOI) Publication Strategy following submission to HMICFRS.

The 2025 FMS provides an overview of the challenges faced by Kent Police, any associated risk and plans to tackle those risks.

Establishment figures, vacancy rate and average days lost per person are included for each business area where appropriate. As a result of the Divisional Policing Review (DPR) and changes to structure in some areas (see page 9), absence figures have been measured for the period November 2024 to March 2025 and are therefore not comparable to other departments and/or units. Where this is applicable, the figure will be marked with an asterisk. All other absence data is provided for the period April 2024 to March 2025.

The methodology of the risk assessment is detailed on page 6.

The format of the FMS is strictly prescribed by HMICFRS and Kent Police has not deviated from the template.

Police forces today are complex, multi-layered organisations, carrying out a wide range of tasks and functions. Forces also interconnect, interact and partner with many other organisations, most notably, the Criminal Justice System. This means they develop structures, language, and terminology unique to themselves. These terms are explained within the body of the document.

An FMS is divided into two main parts:

- Part 1 – a summary of the challenges, barriers, and risks Kent Police faces. This is followed by a risk assessment based on the demand and the status of the workforce and other assets, which includes an assessment of the risk of harm to the public due to service inadequacy or in the event of service failure.
- Part 2 – a series of 12 sections (or 11 as applicable) covering aspects of demand now and in the future, along with an assessment of the condition of the workforce to meet it.

The HMICFRS guidance for Part 2 makes clear the twelfth section (Collaboration) is optional if that topic is fully addressed in the other preceding sections. Kent's FMS tackles collaboration as it arises, so has opted not to include a Section 12.

Force Management Statement

Part One

Kent Police

Strategic Risk Assessment

Kent Police has undertaken a strategic risk assessment of the FMS using the Management of Risk in Law Enforcement (MoRiLE) scoring, which considers performance, demand and the status of the workforce and other assets. The assessment has three stages:

Stage 1 assesses every discrete function within the force as they sit under each of the defined Sections in Part 2. This amounted to taking 52 individual policing functions, and scoring them individually based on threat, risk and harm. Whilst not referenced directly, question sets within MoRiLE consider the PESTELO factors (political, economic, social, technological, environmental, legal and organisational).

Stage 2 of the assessment has applied the Organisational Risk Assessment (ORA). ORA also sits under the MoRiLE umbrella, but produces a red, amber or green (RAG) assessment based on the current and future state of demand.

Stage 3 enables business leads and Chief Officers to moderate each discrete function by way of a Star Chamber meeting in which MoRiLE scoring, key performance metrics and professional judgement are considered to agree the risk scores.

The first column of the ORA indicates the risk associated to that department or area of policing and the current ability to meet that demand. The second column forecasts the ability to meet future demand, and the residual risk associated to it. This means it is possible to have a high (red) risk around a function, yet a low (green) risk in relation to the capability and capacity to deal with it in the future.

		Risk Score	Current	Future
Section 1	Finance	12	RED	RED
Section 5	Custody	8	RED	AMBER
Section 6	Child Abuse inc Rape and Sexual Offences	6	RED	AMBER
Section 6	Child Exploitation	6	RED	AMBER
Section 5	Victim and Witness Care Unit	6	RED	RED
Section 5	Intelligence	6	RED	AMBER
Section 9	CTBP	6	RED	AMBER
Section 10	Performance Analysis	6	RED	GREEN
Section 7	RSO, MAPPA and ViSOR	6	AMBER	RED
Section 6	Child and Adult Safeguarding	5	AMBER	AMBER
Section 10	IT	5	AMBER	AMBER
Section 5	Traffic Process Unit	4	AMBER	AMBER
Section 6	Domestic Abuse	4	AMBER	AMBER
Section 6	Missing Persons	4	AMBER	AMBER
Section 6	Stalking and Cyber Stalking	4	AMBER	AMBER
Section 5	Criminal Justice Unit	3	AMBER	AMBER
Section 6	Adult Rape and Sexual Offences	4	AMBER	GREEN
Section 9	Firearms Licensing	4	AMBER	GREEN
Section 5	Forensic Services	3	AMBER	GREEN
Section 11	Central Vetting Unit	3	AMBER	GREEN
Section 6	Mental Health	2	AMBER	GREEN
Section 3a	FCR Call Handling	2	AMBER	GREEN
Section 3b	FCR Incident Response	2	AMBER	GREEN
Section 3b	Investigation Management Unit	2	AMBER	GREEN
Section 3b	Local Policing Incident Response	2	AMBER	GREEN
Section 4	Neighbourhood Policing	2	AMBER	GREEN
Section 5	Criminal Investigation Department	2	AMBER	GREEN
Section 6	HBA, FM and FGM	2	AMBER	GREEN
Section 7	Repeat Offenders inc IOM	2	AMBER	GREEN
Section 8	Serious Organised Crime inc MSHT & OIC	2	AMBER	GREEN
Section 11	Estates	2	AMBER	GREEN
Section 10	Intelligence Analysis	1	AMBER	AMBER
Section 8	Fraud, Economic and Cyber Crime	1	AMBER	AMBER
Section 10	Information Security	1	AMBER	GREEN
Section 11	Transport	1	GREEN	AMBER
Section 9	Civil Contingencies	1	GREEN	AMBER
Section 9	Roads Policing Unit	1	GREEN	AMBER
Section 6	Hate Crime	0	GREEN	GREEN
Section 11	Human Resources	0	GREEN	GREEN
Section 11	Learning and Development	0	GREEN	GREEN
Section 11	Professional Standards	0	GREEN	GREEN
Section 2	Wellbeing	0	GREEN	GREEN
Section 4	Stop and Search, Use of Force	0	GREEN	GREEN
Section 5	Outcomes and Recording Standards	0	GREEN	GREEN
Section 5	Volume Crime	0	GREEN	GREEN
Section 8	County Lines and Gangs	0	GREEN	GREEN
Section 8	Major Crime	0	GREEN	GREEN
Section 8	Serious Youth Violence	0	GREEN	GREEN
Section 9	Armed Policing	0	GREEN	GREEN
Section 9	Operational Planning	0	GREEN	GREEN
Section 9	Search & Marine Unit	0	GREEN	GREEN
Section 9	Tactical Public Order	0	GREEN	GREEN

Summary

As the policing landscape continues to evolve, this page represents the key challenges currently faced by Kent Police. The force is committed to overcome them to support and protect the public, bring offenders to justice, solve crime, and strengthen trust through respectful and meaningful engagement in line with the Kent Police Pledge.

FINANCE

Kent Police faces significant financial challenges and future uncertainty. The funding formula remained unreviewed continuing the disparities in funding to forces. The requirement to maintain officer headcount numbers and the significant penalties involved for not doing so reduces the ability of Kent Police to respond to the financial challenge caused by the funding formula. Despite a strong governance framework, prioritisation and auditing mechanisms the long-term cumulative effect has led to an increasingly difficult and unsustainable financial position.

CUSTODY

Increases in detention, remands, offenders answering bail and enhanced risk management has resulted in a significant rise in demand. While the focus on the care, detention, and statutory responsibilities of those in Custody remains strong, there are concerns about the resilience and sustainability of the workforce under the current Custody model. Prison overcrowding and the subsequent activation of Operation Safeguard and Early Dawn places significant demand on Custody staff. The force anticipates this will continue to grow due to the prison capacity crisis. A review of the Command is ongoing to identify efficiencies to manage this increased demand.

CHILD ABUSE

Kent is committed to improving its response to rape and sexual offence investigations. The centralisation of Child Protection under the Head of Public Protection has enabled a consistent approach and strengthened joint working arrangements with statutory partners and the Crown Prosecution Service. Whilst current demand is largely known the introduction of Multi-Agency Child Protection Teams and the changes brought about by the Children's Wellbeing and Schools Bill, means further work is required to assess how we deploy our specialist resources in line with partners.

CHILD EXPLOITATION

The exploitation of children can take several forms, it can be committed online or in person and be either sexual, criminal or both. Online exploitation referrals into Kent Police from the National Crime Agency (NCA) are at a record high and national projections advise those numbers will increase further. The approach to sexual exploitation nationally has also significantly changed in recent months, and awareness has continued to increase, in society generally – but especially within statutory agencies and the education sector. This has supported our understanding of crime levels classified as child sexual exploitation (CSE) or group based sexual exploitation (GBCSE), but unfortunately this crime type is often hidden making accurate demand projection challenging.

VICTIM AND WITNESS CARE

High volumes and caseloads across all Kent Courts continue to present protracted waiting times for victims and witnesses. Whilst these challenges are an area of continued focus for all partners, there is little immediate signs of the current situation changing. The impact of multiple listings, movement in trial dates and late notifications of changes to Court hearings contribute to uncertainty and lengthy waiting times for victims and witnesses to receive justice and recover from harm. The force has funded additional posts to manage the sustained increase in demand and ensure victims and witness continue to receive support for as long as necessary, however this is not sustainable for the longer term. Technological and RPA solutions are being sought.

INTELLIGENCE

Kent complies with the National Intelligence Model (NIM), with intelligence functions working together to meet the force plan, focused by the Control Strategy. As a result of increased officer numbers, access to submit intelligence remotely and increased demand for probation checks, the Force Intelligence Bureau is experiencing a significant increase in demand resulting in a backlog of intelligence submissions.

COUNTER TERRORISM BORDER POLICING

Migrant arrivals via small boats continue to increase. There is continuing demand from high harm crime alerts, and demand in other business areas remains high. The aim at a national level to flex and surge resources cross-regionally is unlikely to benefit Kent, given our unique demands, the continuing small boat situation and the anticipated increase in international travel options due to be introduced at Kent Borders. CTPB continues to engage with key partners and stakeholders to develop technological initiatives to improve efficiency and safeguard the border ensuring resources are directed towards the prevailing threat, risk, and harm.

PERFORMANCE ANALYSIS

Analytical capability is a core element of policing and in developing data science methods for enhanced insight and increased productivity. Demand for data continues to evolve and develop. The use of technology and the way data is processed enables greater insight and increased productivity. However, to deliver this the performance and data demand will initially increase. Nationally there is a significant demand on skilled analysts, and with the introduction of enhanced technologies and digital capabilities, the market is highly competitive. The Data Transformation Plan is progressing in line with the timescales agreed and this forms part of the Analytical Team enhancement plan.

RSO, MAPPA AND VISOR

The volume of Registered Sex Offenders (RSO) continues to increase year on year. Whilst staffing and risk levels are currently stable, positive performance in Child Protection teams and proactive work by the MOSOVO Target Teams is resulting in a continued increase in the identification of RSOs requiring management. As RSO numbers grow, a change of approach is required to manage the risk. The force continues to explore new digital forensic technologies to combat these threats, however this future demand presents a risk to the force in this significant area of policing.

Strategic Overview

Performance

The force's performance culture is inextricably tied to the Kent Police Pledge and the three supporting pillars to provide a high-quality policing service, delivered with absolute integrity, support and protect victims, and catch criminals and solve crime.

The Chief Constable is responsible for all operational decision-making and is ultimately responsible for the performance of Kent Police. In turn, the Deputy Chief Constable (DCC) takes overarching responsibility for operational delivery of force performance. Sitting below the DCC are different commands headed by a Chief Officer, each of whom has Heads of Departments (HODs) who translate the force's strategy into operational delivery through the force's policing model.

The Chief Officers' Management Board (COMB) does not routinely address force performance. However, where performance challenges require resourcing decisions, an adjustment to the operating model or investment in new technology, then Chief Officers will hear recommendations through this forum. The consistent strategic oversight is maintained through the Force Performance Management Committee (FPMC), chaired by the DCC. This is fed by attendees at the meeting, performance data from the Central Analytical Team and the performance governance sitting below it. Divisional, directorate and district/departmental governance structures and meetings are not prescriptive. Senior leaders are empowered to have the autonomy to set the frequency and content based on threat, risk, harm and opportunity.

Performance is supported by a productivity dashboard that allows commands to scrutinise their output and outcomes in pursuit of delivering a high-quality service. The dashboard has been carefully considered, enabling senior leaders to scrutinise performance delivery and empower inspecting ranks to then ensure accountability among individual officers and staff members.

The culture of performance within the organisation has been consistent over time and is well understood, maintaining this strategic ambition through a suite of well-defined and clear health indicators is both desirable and pragmatic.

Demand and Resource Management

The force undertakes forecasting to identify and respond to areas of predicted increased demand and develop plans to mitigate them. Resource and demand forecasts are reviewed monthly to assess the prediction against reality, developing control measures or plans for reinvestment of resource where required. This is overseen at a strategic level with periodic reporting to Chief Officers.

The force uses the forecasting function in excel to predict future demand volumes. This method calculates future values based on an exponential smoothing algorithm. The predicted values are a continuation of the historical values and considers seasonality to predict what future volumes may look like. Professional judgement is also considered when reviewing the data to ensure PESTELO is considered and factored into the assessments made. An overview of the 'predictive' data used to inform the FMS is detailed as an appendix.

Kent developed a resource allocation model (RAM), creating a formula that is responsive and agile to changes in legislation, policy and procedure that affects the time taken to complete an activity.

The RAM uses two 'big data' sets as the basis for observational study: call data and crime investigation data. Extensive research was undertaken with College of Policing, similar forces, Society of Evidence Based Policing, Canterbury Christchurch University and a national resourcing expert. The accumulation of information created the initial evidence-based foundation for the RAM.

Once all data had been obtained the analytical tasks were split into three main areas: response policing, investigations and other demands. These three key areas were examined with varying methods and levels of analysis. An evidence base was developed to create the value of the number of hours each officer was available to undertake activities and the value of each activity. This created an understanding of the resource requirement to deliver frontline policing dependent on demand.

All abstractions were identified and then removed to leave the actual hours an officer could dedicate to policing activities. All are adjustable and included the recognition of annual leave, sickness, maternity, paternity, training courses, court appearances, constant supervision per suite, and an assumption of 25% inefficiency rate to capture breaks, briefings etc.

A quarterly review process examines changes in resource versus demand as well as predicting resource requirements in the future should nothing change thus enabling strategic decision making. Where a breach of resource versus demand is anticipated it is highlighted for further analysis to determine the source and

whether temporary or permanent resource realignment is required. Similarly, senior leaders are encouraged to highlight where demand appears to be at odds with the establishment to trigger further analysis.

Divisional Policing Review

As referenced in the 2024 FMS, in June 2023 the force announced the commission of a Divisional Policing Review (DPR), designed to bolster frontline capacity and capability, as well as reduce demand. Following significant consultation with staff and key stakeholders the new divisional policing model went live on 14 October 2024.

The development of specialist teams to focus on vulnerability in previous modelling enabled the transition of creating larger, more resilient teams whilst recognising the importance of retaining specialist functions in areas of risk and complexity. With greater teams comes clearer allocation processes ensuring victims are assigned the most appropriately skilled and experienced officer for their investigation from the outset. The model has acknowledged the latest evidence from Operation Soteria where research found coercive control in 83% of a sample of intimate partner rape cases, and as such now brings high risk DA together with rape investigations. Similarly, the investigation of child exploitation is now within the dedicated child abuse capability.

In response to county lines and gang criminality, intelligence and investigation has moved under local divisional ownership into new proactive Criminal Investigation Departments (CID). The benefits being larger and more resilient teams, removing working barriers, and improving the local proactive capability.

The creation of larger, more resilient teams has enabled greater investment of officers into the new neighbourhood policing model, again evolving established specialisms into omnicompetent teams.

A post implementation review (PIR) was completed in relation to NHP by an independent NHP specialist and presented to Chief Officers in 2024. A PIR for the investigative structure has recently been commissioned and planned for later in the year when resourcing has settled for a sustained period to truly examine benefits against objectives.

Empowering Leaders and Reducing Bureaucracy

Following the implementation of the DPR in the autumn of 2024, an opportunity was identified to complement this with a project to further empower leaders to deliver operational policing in line with the Kent Police Pledge.

This new project for 2025 is guided by principles aimed at improving public service, reducing demands on many employees, and fostering an environment where officers and staff can easily access and benefit from organisational services. A systematic review of a range of departments is being undertaken and policies, systems, and practices that negatively affect operational policing will be identified. The program focuses on operational needs and give those providing organisational services the chance to improve their practices. This review is considering best practice, value for money, technological solutions and will challenge the way the force does things.

Since the project launched in January 2025, engagement has taken place with over 1,600 officers who have provided their thoughts and ideas. Work is now underway to progress the workstreams identified, making quick time decisions where possible to reduce unnecessary inefficiencies across the force.

Innovation and Use of Technology

Kent has been a national leader in the development of innovation and technology over many years; however, there is an ambition to be more agile in the innovation approach and to exploit existing platforms and realise the significant benefits.

Innovation is not just about technology, it can come through different structures, processes, or models of delivery. However, the technical landscape is currently experiencing a revolution in terms of automation and Artificial Intelligence (AI), which will form a substantial part of force focus.

Technology innovation offers vast potential to enhance operational effectiveness, improve decision-making, strengthen public safety, achieve efficiencies and provide potential cashable savings/cost avoidance. By leveraging advanced technologies such as AI and Robotic Process Automation (RPA) and other automation opportunities, the force can streamline administrative tasks, analyse vast amounts of data quickly, and achieve great efficiencies. Many existing force systems offer automation functionality, and there is also the opportunity to extend the scope of what they currently do, and how they do it.

The force is exploring opportunities to harness the current and future advancements in technology (i.e. automation and AI) through a dedicated blended team of operational police leaders and technical experts. The team will provide a conduit between Information Technology (IT), the Force Change Team and the wider organisation. This new functionality will be complemented by new idea validation, prioritisation mechanisms, and governance.

Kent Border Demand

As the UK's gateway to Europe, approximately 34 million passengers move through Kent annually. Freight vehicle movements average 10,000 per day along the second largest motorway network in the UK.

Kent's proximity to Europe presents additional policing requirements; transient organised criminality including terrorism, drugs importation, people trafficking, slavery, economic migrants and asylum seekers are key challenges. Kent Police works alongside a number of UK and non-UK law enforcement agencies.

In recognition of the unique operational landscape in which Kent Police operates, the force commissioned the services of an external consultant to conduct analysis to enhance the force's understanding of border related demand within Kent and inform force level strategic planning. The analysis was comprehensive and informed by literature reviews, a wide range of stakeholder engagement, data review of resources, finance and qualitative case studies.

In summary the independent analysis found that Kent had clear processes in place to effectively respond to major incidents such as terrorist threats, planned protests, migrant crossings and deaths at sea. However, it is noted that the increase in small boat crossings has resulted in additional demands across the force and this has created a 'new normal' to manage with limited additional funding.

Small boat arrivals have increased significantly and make up most irregular immigration. Most small boats arrive in Kent. In February 2025, Kent Police alongside Border Force processed 2,300 migrants in a ten-day period. The Clandestine Response Team (CRT) manage Schedule 7 examinations (the power under the Terrorism Act 2000 to examine people who pass through the UK borders) **Section 31 Law Enforcement FOIA**

This is unfunded and results in Counter Terrorism officers dealing with wider crime and safeguarding demands.

The Major Crime Unit (MCU) will handle homicide cases in UK waters and support French authorities when deaths occur at sea at an average cost of £17,000 per deployment.

The volume of sexual offences reported by small boat arrivals has an impact on the specialist Rape and Domestic Abuse Investigations Teams (RDAIT). Kent Police recorded 600 reports of sexual offences from small boat landings in 2024. Most reports are non-recent offences meaning forensics are not able to be captured however each report requires officer attendance, investigation and safeguarding arrangements.

Operation Brock, the traffic management system employed to deal with port traffic is effective and ensures freight flows smoothly, even in times of severe disruption. The cost to fund Operation Brock is £946,000 in police officer time and this places significant financial strain on the force. Whilst resources are allocated to Operation Brock there is often a need to use reinforcements from local policing units placing additional demand on responding to the public.

The need to respond to issues on the borders, which are high risk in nature has an impact on the resources available to respond to other operational priorities. Whilst difficult to quantify by way of data (delays to investigations, constant supervisions etc) the analysis concludes that Kent resources are making a significant contribution to national and international security.

Opportunities exist through increased capacity, funding and capability to utilise ports as a critical intervention point to detect, disrupt and prevent serious organised crime entering and leaving the UK. Kent Police is leading work with other law enforcement agencies to develop these concepts further.

Kent Police

Partnership View

Partners' views were collected using an electronic survey, which ran throughout January and February 2025. Responses were received from 22 individuals representing District Councils and other public sector agencies.

As with 2024, funding and budget cuts leading to a reduction in the services available was the common concern in respect of future capacity and capability. Increases are being seen in anti-social behaviour and the cost of living continues to be reported as a key factor leading to more individuals seeking services from local authorities. Partners reported effective working relationships with police and a shared ambition to do more with less.

Anticipated Demand

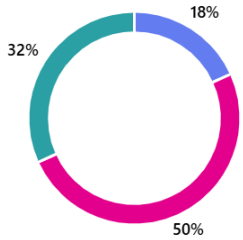
41% of respondents (n9) felt the anticipated demand being faced by their organisation was significantly increasing.

55% of respondents (n12) felt the anticipated demand being faced by their organisation was slightly increasing.

Nobody reported demand was staying the same or significantly decreasing. 5% (n1) stated it would slightly decrease.

Gaps in Meeting Demand

In describing any gaps in the ability to meet demand, 18% (n4) stated it would present critical resourcing and/or funding gaps, 50% (n11) reported significant resourcing and/or funding gaps.



Slight resourcing and/or funding gaps were reported by 32% (n7) respondents.

Cost of Living

68% (n15) stated the increased cost of living is impacting on demand and resourcing within their organisation.

District councils reported increases in approaches from members of the public who have previously not sought support from local authorities. This has seen increases in requests for accommodation, food parcels and supporting those seeking benefits.

Partners are reporting rises in retail crime and fly tipping, which often requires a multi-agency response from depleted services.



Impacts on Policing

Many respondents reported that non-statutory requirements such as CCTV provision were becoming harder to resource, and risk being removed.

Reductions in services for young people means there are fewer opportunities for young people to engage in positive activity. Increases in ASB were frequently reported by respondents.

Reduced staffing across partner services is resulting in less opportunities to co-ordinate localised responses that can have a positive impact.

Force Management Statement

Part Two

Kent Police

Section 1 – Finance

Kent Police faces significant financial challenges and future uncertainty. The funding formula has not been reviewed for over a decade, which has led to disparities in funding. This is compounded further as the formula is used to apportion the pay award funding, leading to forces with significantly less officers than Kent receiving more funding – creating further financial pressures. The requirement to maintain officer headcount numbers and the significant penalties involved for not doing so reduces the force's ability to respond to the financial challenge caused by the funding formula. Despite a strong governance framework, prioritisation, and auditing mechanisms, the cumulative effect over time has led to an increasingly difficult and unsustainable financial position.

MoRiLE Assessment		
Risk Score	Current	Future
12	RED	RED

Kent Police costs £435.7m per annum to run (2025/26 budget) and its Medium-Term Financial Plan (MTFP) is owned by the Police and Crime Commissioner's Chief Finance Officer (PCC CFO), and the force Chief Finance Officer (CFO).

The MTFP incorporates the revenue plan, reserves strategy, capital strategy (including the capital programme), treasury management strategy, and the PCC's commissioning strategy covering the five-year period 2023-2028.

Through established governance mechanisms, the force ensures operational decision-making and financial planning are allied. For example, the new Neighbourhood Policing Model – improving local policing services whilst delivering a significant saving to Kent Police. Elsewhere, investment in technology including end user devices, networks, servers, and storage solutions reflect a desire to modernise and reduce revenue cost base.

The force regularly reviews the benchmarking analysis provided by the HMICFRS Value for Money (VfM) Profiles. This assessment concludes:

- The analysis and assessment of the 2024/25 HMICFRS VfM Profiles sets out the key links between, and alignment of, financial planning and operational decision making. Despite relatively modest resourcing levels, Kent is above the MSG per capita in respect of resources spent on the visible frontline of local policing.
- This is further supported by the profiles highlighting Kent being in the bottom half of resource allocation in respect of police officers doing support activities.
- Over several years the Chief Constable's strategic direction has been to secure efficiencies and invest in operational, frontline capacity and capability. The profiles illustrate Kent is in the bottom quartile for spend on support and central services – these lean and efficient enabling services provide the platform for investment in operational priorities.

Revenue overview

The MTFP is agreed each February in the budget and precept setting process. It is updated throughout the year as further information becomes available. The plan covers a five-year period (2025/26 through to 2029/30). Inevitably, with a five-year forecast there is greater certainty around the figures in the early years.

The plan is prepared between the PCC and force CFOs and several optimistic and pessimistic scenarios are produced with differing assumptions. In addition to this, the CFOs liaise with their regional colleagues to validate planning assumptions. These are discussed with the Chief Constable, the Chief Officer Team, the PCC and the Chief Executive to the PCC, before a final version is completed.

The key funding assumptions included in the plan are:

- The precept referendum limit is £14 in 2025/26. No assumption is made regarding the use of precept flexibility beyond 2025/26 and therefore the plan includes a precept increase of 1.99% for each subsequent year.
- Council tax base will increase by 1.2% in 2025/26, with continued growth of 1.1% in future years.
- The increase for the officer uplift, including the incentivisation grant in 2025/26, will form part of the base budget in future settlements.
- The Kent PCC receives the same percentage of the national police funding in future years as in 2025/26.
- Additional pension grant will be maintained as part of ongoing police funding.
- Any top slicing and reallocating from the overall police grant by the Home Office will remain as described in the financial settlement.
- Core grant will increase by 1% each year from 2026/27 onwards.

The key cost assumptions included in the plan are:

- All additional officers recruited under the Police Uplift Programme (PUP) will be maintained across the MTFP and form part of the ongoing establishment.
- Pay cost inflation for officers and staff will be 2% for September 2025 to September 2026, and then a 2% increase every September thereafter. A contingency of 0.8% will be included for 2025/26.
- Any additional bonus payment, pay award or change in award date above those highlighted will have to be funded through any in-year underspend, reserves, additional savings, or potential additional government funding.
- Specific non-pay inflation is applied to cost categories and contracts where known for 2025/26, with 2% then applied to all other non-pay items. The general rate is then set at 2% for each year of the MTFP after that, in line with the Bank of England's target. This will be revised annually.
- An investment in equipment and technology to support police officers through capital investment will continue with a further £1m in each subsequent year of the MTFP.

Funding

The 2025/26 settlement is a one-year only settlement ahead of an anticipated multi-year settlement being announced in 2025. Savings remain important as the forecast funding does not match the anticipated increases in police officer and staff salaries and non-pay inflation, or essential growth in the budget. The five-year savings requirement is therefore as below:

Savings (£m)	2025/26	2026/27	2027/28	2028/29	2029/30
Permanent required (each year)	10.0	10.7	8.7	9.2	9.6
Total (cumulative)	**10.0**	**20.7**	**29.4**	**38.6**	**48.2**

Future funding

2024/25 was the final year of the three-year comprehensive spending review settlement. For 2025/26 there is a one-year settlement that has been announced. Beyond that, there is no indication as to what funding may be. An assumption has been made of 1% core grant growth per annum as outlined above.

Alongside this, Police and Crime Commissioners have been given additional flexibility to increase their precept income by £14 for 2025/26 before reverting to 1.99% thereafter. For the MTFP, Kent Police has built in the maximum £14 increase for 2025/26 but reverted to 1.99% for future years. This is reflected within the £48.2m cumulative savings target over the MTFP.

The force is confident through this budget and previous years' recruitment that it is in a strong position to maintain the officer target in 2025/26 set by the government. Furthermore, the Kent PCC's continued involvement in 'Blue Light Commercial' provides assurance of the organisation's delivery of the government's expectations in respect of efficiencies and commercial savings.

Whilst government core policing grant and council tax forms the vast majority of Kent Police funding, Kent Police does also receive income for various other purposes including but not limited to fees and charges, investment income, special police services, government grants and reimbursed services.

The force receives grants to aid victims along with other business areas. Funding is likely to change subject to Home Office allocation, but the MTFP assumes continuance.

Kent Police receives charges from working in collaboration with Essex Police where the costs of police officer and staff posts are shared in proportion to the work they do for each force. Income is also generated through selling spare capacity on training courses where class sizes allow.

Since budget setting, the government has introduced and increased funding for Neighbourhood Policing (NHP). For Kent, this equates to £4.9m and the force has submitted a bid accordingly. Whilst the outcome of the bid is known the mechanism for how the force claims it is still uncertain. There is no certainty beyond 2025/26 financial year, which makes longer term officer number planning challenging.

Net revenue budget

The factors above have permitted the net revenue budget to grow to £435.7m in 2025/26. This includes £3.5m retained by the PCC – £1.5m for the PCC's office budget and £2m for commissioning and victim services. A further £2m is received from a Ministry of Justice (MoJ) grant, which is spent on commissioning services. The net revenue budget is expected to increase in line with the assumptions outlined above to £468.6m over the following four years to 2029/30.

Cost pressures and sources of uncertainty

Key assumptions within the MTFP by the nature of them cause uncertainty, this uncertainty increases further into the plan.

A key area of cost pressure within the MTFP is pay inflation and pay incremental rises. Pay awards are unknown quantities until July-September in each financial year. To quantify the risk of this, for every 1% above the budgeted pay increase there is a cost pressure of £2m – unless funded by government.

Providing and maintaining PUP officer numbers makes it necessary to factor in estimates for officers retiring, transferring, or resigning. The estimated costs and assumptions regarding the leavers profile within 2025/26 provide uncertainty. This is an area which will be reviewed regularly.

Inflation is factored into the MTFP on contracts where such clauses are included and on general items such as utilities.

The government is still planning for the replacement of the Emergency Services Network (ESN) – the communications network for all emergency services with the police service being the largest user and largest financial contributor. The implementation delay incurs costs, and it is not clear where these will fall, either nationally or locally (see **Section 10: Knowledge Management and ICT**). Estimated costs are included within the MTFP but are under review. Revenue costs above this estimate would be met from further efficiencies or reserves. Additional capital costs would need to be met through authorised borrowing.

The increase in precept flexibility provided for 2025/26 provides PCCs with scope to set a precept in line with their Police and Crime Plan priorities. However, the concentration of new government funding towards police officer recruitment means several budget pressures are funded from the precept increase rather than central grant. Flexibility beyond 2025/26 has not been announced. As stated in previous CFO commentaries, this leaves PCCs facing potential fluctuations in tax collection and the tax base that any local tax incurs. This is the ninth consecutive year PCCs have received greater precept flexibility than expected but it has fluctuated with limits of £5, £12, £24, £10, £15, £10, £15, £13 and now £14. Within the MTFP, assumptions for beyond 2025/26 are at 1.99% and decisions on future precept levels will be for the PCC at the appropriate time.

The key assumption on funding is the general police grant will increase by 1% from 2026/27, and legacy grants and other uplift funding will be flat over the life of the MTFP. Any further funding announced in future years will help offset proposed savings targets.

There has been agreement from the PCC for a capital programme, focusing on upgrading several sites. For 2025/26, the total capital spend budgeted is £24.9m. However, there is a significant amount of anticipated rollover from 2024/25 that will increase the spend in 2025/26. Kent expects a degree of slippage again in 2025/26. The cost of delivering these programmes may be impacted by cost of materials, which may also contribute towards delays. This is an area of uncertainty in both cost and delivery and will be reviewed by the force on a regular basis.

This capital expenditure is increasingly reliant on internal borrowing and the sale of assets in-year. This increases the risk that funding may not be available for the capital programme. This risk is being managed in four main ways:

- A revenue contribution to capital outturn will continue and this contribution will be increased by £1m each year from 2026/27 over the medium-term.
- The force will look to internal borrowing (i.e. surplus cashflow) to fund elements of the investment programme. This significantly reduces borrowing cost as it is the opportunity cost of investing the funds that is lost. This does cause a revenue pressure as it still needs to be repaid (albeit without the interest element) and this has been included within the MTFP.
- The anticipated capital receipt from the partial sale of the Sutton Road site will support funding of capital projects as and when funds are received.
- The force will review capital projects as part of the plan and determine whether external borrowing to fund them is the best use of resources. This will be used for long-life estate projects or IT schemes. Any decision to borrow will be fully costed to ensure affordability, efficiency and taxpayer equity. The investment programme is crucial in making the force more efficient and effective.

The force maintains a risk register and associated risk management processes for operational and management risks, monitored by the independent Joint Audit Committee. As well as the above financial challenges, many key risks come from both existing and new threats. For example, the local response to counter terrorism threats, child sexual exploitation, organised crime and cyber-crime.

The budget report from the PCC CFO to the Kent Police and Crime Panel stated:

"Overall, I have considered the level and need of reserves against the strategic risk registers of the Force and the OPCC. There is a significant financial challenge facing the organisation but there are proactive plans in place to deliver the savings required in a managed way and a robust governance framework overseeing the challenge. The reserves position provides some resilience without increasing risk to the organisation and therefore, I am satisfied that the reserves for next year and over the life of the plan are prudent and appropriate after

consideration of the latest key risk assessments. I am satisfied that the estimates have been drawn up in a robust way, recognising that medium term forecasts beyond 2025/26 will inevitably carry more uncertainty. I am also satisfied that the operation of internal and external audit and the implementation of new monitoring processes improve the sound operation of financial controls. Regular monitoring and review of delivery plans and active risk management, including via the Independent Joint Audit Committee, remain vital parts of the local governance arrangements."

All of these cost pressures and future potential uncertainty mean Kent Police is in a position where significant savings are required to deliver a balanced budget.

External audit opinions

The HMICFRS PEEL 2023-25 report for Kent Police published in November 2023, assessed the effectiveness, efficiency, and legitimacy of the force. Kent received a good grading for 'Leadership and Force Management' with HMICFRS reporting, "*The force makes the best use of its funding, and its plans are sustainable".*

The 2023/24 Accounts were published meeting the statutory deadline. External auditors, Ernst and Young, have completed their audit with key findings listed in the in the table opposite.

Other areas of focus include value for money, annual governance statement and public interest report and other auditor powers.

Other findings included:

- Value for money: In respect of the below three points, the auditors said "we have completed detailed VFM work and identified no risks of significant weaknesses in arrangements"
  - enable it to plan and manage its resources to ensure that it can continue to deliver its services
  - enable it to make informed decisions and properly manage its risks
  - enable it to use information about its costs and performance to improve the way it manages and delivers services
- Satisfied the annual governance statement was "consistent with other information from our audit of the financial statements and we have no other matters to report".
- Public interest report and other auditor powers: "We did not identify any issues which required us to issue a report in the public interest".

Areas of Audit Focus	Risk type	Status	Summary of findings/comments
Misstatements due to fraud and error: Management override of controls	Fraud	Complete	We did not identify any audit misstatements or instances of management override of controls.
Risk of fraud in revenue and expenditure recognition, through inappropriate capitalisation of revenue expenditure	Fraud	Complete	We did not identify any audit misstatements or instances of management override of controls.
Valuation of Land and Buildings, Property, Plant and Equipment – Existing Use Value (EUV)	Inherent	Complete	No audit misstatements identified. Valuation assumptions used to value the assets were appropriate. We have obtained assurance over the 31/03/24 closing balance of PPE EUV assets.
Valuation of Land and Buildings, Property, Plant and Equipment – Depreciated Replacement Costs (DRC)	Inherent	Complete	No audit misstatements identified. Valuation assumptions used to value the assets were appropriate. We have obtained assurance over the 31/03/24 closing balance of PPE DRC assets.
Pension Liability/Assess Valuation (LGPS)	Inherent	Complete	No misstatements were identified. We have obtained assurance that the 31/03/24 closing balance value of the LGPS pension liability and pension assets are materially correct.
Pension Liability/Assess Valuation (Police Pension Fund)	Inherent	Complete	No misstatements were identified. We have obtained assurance that the 31/03/24 closing balance valuation of the Police Pension Fund is materially correct.
Private Finance Initiative (PFI) Liability	Area of focus	Complete	Management approach to adopting IFRS16 is appropriate. No misstatements were identified in the financial statement disclosures.

Savings

Over the next five years, Kent may have to make significant savings in the region of £48.2m to achieve a balanced budget due to the pressures outlined above. For the financial year 2025/26 the saving required is £10.0m. Considering the disparities in funding and the compounding impact of both pay awards and officer numbers, this is not a sustainable position. As an organisation where circa 80% of spend is on staffing, savings are likely to have to come from this area.

A savings plan has been agreed for the 2025/26 financial year and whilst opportunities are being developed for future years, there will be an inevitable point in time where the funding issues outlined above have a significant, if not catastrophic impact on Kent Police.

Notwithstanding this, the force will continue to seek early opportunities to identify savings and deliver them wherever possible. Any savings identified and not required to meet savings targets will be taken into reserves.

To progress the savings, there are several initiatives, including allowance reductions, staff reductions, maximisation of external funding, and increased vacancy rates. The delivery of savings becomes harder each year. The force has traditionally done well in meeting savings targets, but the level of savings required is challenging and will need significant management over the MTFP.

Capital expenditure

The Capital Strategy is a key document for the force and forms part of the integrated revenue, capital and balance sheet planning. It provides a high-level overview of how capital expenditure and capital financing contribute to the delivery of desired outcomes. It also offers an outline of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

The key focuses of the capital programme are:

- To ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure, maintaining core sites, improving core training facilities and progressing the Estates Strategy and Asset Management Plan.
- To ensure provision is made for ICT and Business Change Technology to maintain and develop the existing infrastructure and invest in the core technologies required to provide innovative digital policing services.
- The maintenance and replacement of other core assets where necessary, for example vehicles and communication infrastructure.
- Improving environmental sustainability and mitigating environmental impact.

	2025/26	2026/27	2027/28	2028/29	2029/30
Expenditure	£m	£m	£m	£m	£m
Total	**24.9**	**24.2**	**24.9**	**24.2**	**22.4**
Funding:					
Capital receipts	1.5	7.8	7.3	0.5	0.0
Revenue	3.8	4.8	5.4	6.7	7.6
Borrowing	19.6	11.6	12.2	17.0	14.8
Total funding	**24.9**	**24.2**	**24.9**	**24.2**	**22.4**

The investment programme is funded by a combination of investment reserves, borrowing and the use of capital receipts from disposing of assets during the year. The government's capital grant has been removed as part of the spending review.

The force will have to borrow to varying extents throughout the MTFP to fund the capital programme. Any decision to borrow will be made with value for money for the taxpayer in mind and only when it is the most cost-effective way of delivering a project. It will consider the project, business case and asset life expectancy.

The force is keen to maximise police estate use and considers all options from disposal through to refurbishment and income generation. Kent is particularly keen to increase collaborative work on estates with partners, especially the Kent Fire and Rescue Service (KFRS), so both organisations can benefit from efficiencies and increased understanding and collaborative work.

Reserves

An important element of the PCC's overall financial strategy is the use of reserves over the life of the MTFP. Kent Police's reserves strategy includes:

- General non-earmarked reserves of 3% of the net budget will be maintained for unknown and/or unforeseeable events.

- A prudent approach to risk management will be maintained and earmarked reserves will be created where appropriate to cover possible significant risks.
- Reserves not required for the above purposes will be clearly identified as available for other discretionary opportunities.
- In the interests of the council taxpayer, the PCC will where possible build up and maintain a level of reserves for investment, borrowing only where the life of the asset and economic environment make it the most efficient way.

The general reserve for the year ending 2024/25 and going forward is expected to be in line to meet the target of 3% of Net Revenue Expenditure (NRE).

Remaining reserves are for specific purposes. Capital investment in 2025/26 will be funded from asset sales during the year and borrowing. In the first instance this will be internal borrowing, where the PCC 'borrows' from cashflow during the year, reducing the level of funds available for investing in the money markets but reducing the cost of borrowing.

Reserves levels have reduced over the last few years due to supporting recruitment, delivering capital projects and reducing asset sales. This reflects government drive to reduce policing reserves from a high level in 2017/18.

Any underspend will be taken back into reserves to mitigate risks over the medium-term. Any in-year reallocations of underspends will only be considered by the PCC with an exceptional business case.

Over the medium-term, taking all the plans and provisions into account, total reserves are expected to remain at the level of £26.5m.

A contribution to capital investment supports the investment in appropriate equipment and technology for police officers to be as effective as possible. This will increase from 2025/26 by a further £1m each year over the medium-term.

Reserves position (£m)	25/26	26/27	27/28	28/29	29/30
General	13.1	13.3	13.2	13.8	14.1
Risk (including insurance)	10.1	8.8	8.0	7.0	6.0
Investment reserve	0.0	0.1	0.1	0.1	0.1
Ring fenced (including PCC)	6.3	6.4	6.4	6.4	6.3
Total	**29.4**	**28.6**	**27.7**	**27.3**	**26.5**

Collaboration

Kent Police's main strategic partner is Essex Police, with a shared Serious Crime Directorate, Support Services Directorate and Human Resources Directorate.

Kent Police is part of a wider collaboration for procurement services across the 7-Regions (Kent, Essex, Norfolk, Suffolk, Bedfordshire, Hertfordshire, and Cambridgeshire). These agreements are designed to deliver further savings and leverage economies of scale, which would not be possible as a single force.

Kent also collaborates as part of an Insurance Consortium called SEERPIC (South East and Eastern Region Police Insurance Consortium). This enables best practice in respect of risk management to be realised as well as greater purchasing and negotiating power when it comes to insurance costs.

Kent Police has hosted the Kent Fire and Rescue Service (KFRS) in its Force Control Room for several years. This is a well-established collaborative arrangement giving benefits to both parties. In 2024 the Force Control Room moved premises but continues as a joint service between Fire and Police.

Loans and debts

Aside from the PFI arrangements, the force is currently borrowing to fund the capital programme for the substantial investment that is being made in the Kent Police estate (see **Section 11: Estates**).

Financial planning and operational decision making

The link between operational decisions and financial planning is well established within Kent and the table overleaf provides an example of some of the operationally based decisions made to invest in enhanced capacity or capability.

FMS Section	Unit/Function	Operational decision-making	Financial planning links
Section 2: Wellbeing	FCIR	New shift pattern. Supportive of health and wellbeing. Reduction of absence. Improved morale (80% of people voted in favor of change). Introduced dedicated training days.	Costs mapped and considered as part of the consultation. Agreed at Strategic Change Board.
Section 3b: Responding to the public	FCR (999, 101, email and online contact and front desk enquiries)	In November 2022, 35 officers were identified to be temporarily posted to FCIR. The decision was made to permanently maintain a police officer establishment in the FCIR. This enhances the first contact resolution model.	Costs mapped and considered as part of the consultation. Agreed at Strategic Change Board. The 35 Officers posted within the FCIR run at an average cost of £2,223,130. A recent review of FCIR with SLT identified opportunities to reduce demand to mitigate need for resource investment.
Section 3b: Responding to the public	Local Policing (responding to the public; incident response)	Following a review of resourcing with Divisions, an uplift of two Inspectors was agreed. Providing improved visibility and leadership of teams during high demand periods of late turn and weekends.	Costs mapped and considered as part of the consultation. Agreed at Strategic Change Board. Conversion of two PC posts into Inspector - £100,292.
Section 3b: Responding to the public	Local Policing (responding to the public; incident response)	Work to reduce demand on frontline with the introduction of Rapid Video Response for diary calls.	Costs mapped and considered as part of the consultation. Agreed at Strategic Change Board. Benefits have been identified and include a predicted demand saving of 22 FTE (£1,397,396) which can be reinvested in alternative activities.
Section 5: Investigations	Custody	Recognising a 6% rise in detentions, the force has developed proposals to meet the demand through a variety of options.	Costs mapped and considered as part of the consultation. Will be taken to Strategic Change Board for consideration.
Section 5: Investigations	Criminal Justice Unit, Victim and Witness Care Unit, and Traffic Process Unit	Criminal Justice review and proposals for remodelling. Improved likelihood of charges being authorised. Reduced returns and increased resilience. Significant time savings from reduced re-submissions and duplicated reviews, which can be re-invested into frontline policing. Improved compliance with DG6 and improved DGA outcomes.	Costs mapped and considered as part of the consultation; eight Custody Sergeants requiring £671,536 investment. Will be taken to Strategic Change Board for consideration.
Section 5: Investigations	Forensic Collision Investigation Unit (FCIU)	FCIU review resulted in the creation of an FCIU Inspector to provide progression opportunities, retention, and lead for ISO accreditation and performance oversight.	Costs mapped and considered as part of the consultation. Agreed at Strategic Change Board. Post created with 50/50 funding – cost of £48,922 – offset by delimiting 1.5 vacant posts within FCIU. Remaining £3,030 towards savings.
Section 11: Forcewide Functions	Central Vetting Unit	As a result of increased demand, a review of the Central Vetting Unit was carried out and resulted in the investment in five Vetting Officers (police staff) and two Vetting Administration Assistants.	Costs mapped and considered as part of the consultation. Agreed at Strategic Change Board. Conversion of vacant police staff post to provide additional saving of £22,558 that will be used towards the cost of uplift.

Section 2 – Wellbeing

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Kent Police remains committed to providing all employees with support to maintain their health, wellbeing, and safety. An extensive range of interventions and programmes continue to be offered by Health and Wellbeing Services.

The force's Health and Wellbeing Strategy 2022-2025 is part of the ongoing commitment to provide support and opportunities for employees to maintain their health, wellbeing, and safety. The third version of the strategy is due for development in 2025 and will align to the appropriate services for Kent Police and the National Police Wellbeing Service strategy.

The force continues to maintain the police officer establishment following the officer uplift delivered in 2023. An increase in demand is likely to support employees throughout their careers. In addition, demand from recruitment medicals is expected and support needed may continue to increase. Some of this demand will be met through the force's Employee Assistance Programme (EAP).

Capacity and capability

Health Services' budget for 2024/25 (excluding salary) was £391,000, (proposed increase to £522,000 for 2025/26). The majority is used for medical fees for the Force Medical Adviser (FMA) provision and the external specialist counselling services/interventions to manage reactive demand in exceptional circumstances.

An overspend of £97,000 has occurred within the medical fees' expenditure in 2024/25, with an additional strain of approximately £100,000 in IR35 costs for the FMA provision, following HMRC review of these contractors' status. Whilst a significant overspend, these required services have continued to be provided.

'Reasonable adjustment' purchases in the financial year 2024/25 are expected to total approximately £55,000, which has continued to increase. Whilst the budget for 2024/25 was £33,500, the unpredictable requirement for appropriate reasonable adjustments resulted in fluctuations.

In this financial year, significant additional investment is being made with the introduction of a new centre for the delivery of health and wellbeing services.

Workforce data including sickness absence data and referral analysis is used to ensure Health and Wellbeing Services activity is reflective of need. As in previous years, historic respiratory related absence influenced the decision for a flu vaccination programme in November 2024 (746 vaccines at a cost of £17,500).

Structure, resources and security of supply

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Health Services	Section 4	0.00%	Section 4	25.10	-14.90%	8.35

There have been resourcing challenges in this period with both abstractions and vacancies, however most positions are now recruited to or are in the pre-employment stages of new colleagues joining the force.

Last year's FMS cited Occupational Health positions as being difficult to recruit to, however this team has enjoyed stability of resources in the last period. This has been reflected in recent responsive occupational health appointment delivery.

Proactive support

The force has streamlined virtual wellbeing delivery, focusing on key areas including Investigator Wellbeing, Suicide Prevention, Attendance Management and the popular Feel Well Live Well (FWLW) programme. The force benefits from the collaborative delivery with Essex Police, effectively doubling available capacity. In addition, the teams continue to schedule sessions to align with the National Police Chief's Council (NPCC) 'Weeks of Action'.

Phase Two of the Investigator Wellbeing Programme started in January 2025 and aims to build on the initial programme rollout. For example, there will also now be a number of new investigators that may not have been in post during Phase One.

The annual suicide prevention month took place in September 2024. The aim for 2025 is to align with the demonstration of the force's commitment in this area by pledging to the Baton of Hope's Workplace Pledge as a Bronze Tier organisation.

The FWLW and FWLW Leaders programmes continue to be delivered as both virtual and face-to-face sessions with good attendance. The programmes are designed and delivered by internal staff. Therefore, as wellbeing needs change, they can be adapted to meet organisational requirements, support wellbeing needs arising from operational activity and keep pace with clinical developments.

Mental health

The demand for reactive and proactive mental health services has almost halved from 749 referrals in 2023/24 to 389 in 2024/25. This is representative of pre-pandemic levels, as well as indicative of demand returning to typical levels after two high profile policing operations.

The Counselling and Wellbeing Team continues to use external trauma therapists, volunteer and student counsellors, charitable organisations, and NHS pathways for referral. To further reduce the demand for external specialist clinical interventions, the eligible team members, supported financially by the force, were trained in Eye Movement Desensitisation Reprogramming (EMDR). In addition to other therapies, this investment has enabled some individuals requiring specialist and expensive external therapies to be supported in-house.

Occupational Health

The Occupational Health Team received 2,249 management referrals in the 2024/25 financial year, an 8% increase from the 2,071 referrals in 2023/24. These referrals have equated to 2,820 appointments being undertaken, compared to 2,375 in 2023/24 – demonstrating a stable position. With an increasing size workforce, it can be assumed demand will continue to increase.

The average Occupational Health referral to appointment waiting time for financial year 2024/2025 averaged 9.7 working days – a significant improvement on the previous year (17.52). With the appropriate and stable resourcing levels within the team, responsive support via occupational health has been achieved.

A new FMA contract has been awarded following a procurement process in late 2024 The new provider had been providing the force with interim services. As a larger company rather than a sole trader, it has been able to flex provision to support not only occupational health appointments in the more complex cases, but also the force's recruitment ambitions. In addition, it works collaboratively with the force and shares innovative practice from other organisations.

This complements a force-led programme of delivery, which has included a manager advice line, more robust triaging by the Occupational Health Team Leader and line management Continuous Professional Development (CPD) opportunities.

In 2024/25, 1,233 screening nurse interventions, which include health surveillance reviews, blood borne virus (BBV) interventions, blood testing and inoculations have been undertaken, in addition to the 332 police officer recruitment medical assessments. The medical assessment is delivered internally and is nurse-led with doctor support when necessary. This has enabled flex and supports the continued focus on police officer recruitment.

The force also benefits from an in-house physiotherapist who has undertaken 1,718 appointments in 2024/25 (2,097 in financial year 2023/24). This includes telephone appointments, assessments, and face-to-face physiotherapy sessions.

Composition of the workforce

Kent Police currently has 4,224 officers and 2,375 police staff (excluding PCSOs). Over the last five years, the workforce profile has changed:

Officers	March 2017	February 2025
Age (25 and under)	299 (9.02%)	623 (15.2%)
Ethnicity (from minority groups)	99 (2.99%	153 (3.73%)
Disability (declaring a disability)	116 (3.5%)	391 (9.54%)
Gender (female)	957 (28.86%)	1,468 (35.81%)

Police staff	March 2017	February 2025
Age (25 and under)	306 (12.89%)	238 (10.02%)
Ethnicity (from minority groups)	60 (2.72%)	100 (4.21%)
Disability (declaring a disability)	109 (4.95%)	296 (12.46%)
Gender (female)	1,386 (58.36%)	1,638 (68.97%)

The overall headcount for PCSOs is much lower (81) and therefore the workforce profile fluctuates more significantly from smaller changes.

Working Time Regulations 1998

Working Time Directive (WTD) information is included in local monthly Attendance Management Group (AMG) meetings for interventions where required, and data is included within this analysis as a measure of capacity.

In March 2025, there were no staff or PCSOs in breach of working time. For officers a total of 21 from a variety of ranks were breaching the 48 hours WTD, and of these six have not opted out of the 48-hour working average.

Any breaches are discussed in the AMG meeting. HR Advisers proactively highlight and raise cases with Senior Leadership Teams and provide context of individual circumstances, assessment of the short or long-term impact, extenuating circumstances leading to the breach, and if support is required.

For officers and staff who consistently work more than the hours defined under the regulations, they are asked to either opt out or reduce their working hours.

Counselling and Wellbeing

Kent Police has a team of Counselling and Wellbeing Advisers overseen by a Team Leader. A Wellbeing Adviser also now works within the team to support the high risk role wellbeing assessment process. In addition, the force benefits from a volunteer counsellor and student placement counsellors who complete 150 counselling hours each (generally over a 12-month period). A productive relationship with the external College is in place, maintaining the pipeline of placement counsellors. A further benefit was evidenced in the recent recruitment process for in-house counsellors. Two of the three vacancies were awarded to these placements – people who already understand the aims, needs, values and ethics of the force and have worked within this framework. It is anticipated this will enhance future retention within the team, an area of high staff turnover in the last two years.

In addition to the in-house counselling team, the force uses an Employee Assistance Programme (EAP). This service provides a 24/7 telephone, online portal, and App package with access to practical information and emotional support for personal and work-related issues. In the financial year 2024/25, 332 contacts were made to the EAP service; 192 of these were via the mobile App service. The counselling service was accessed by 233 people, with 1,069 counselling sessions delivered online or via telephone. Anxiety, depression, and bereavement issues remain the most common reasons for accessing counselling. There is a 90% clinical outcomes improvement rate for those with anxiety, and 91% for depression. There have been 2,218 logins to the App with 341 visits to the mind section, 224 for the life section, 133 for nutrition and 36 for fitness.

Current wellbeing capability and capacity is divided into the following activities:

- Investigator Wellbeing Phase Two programme: building on the skills and knowledge from the initial programme rollout.
- Specialist Investigator CPD events: in-person opportunity for those investigating sexual offences to explore wellbeing and support.
- Informal outreach events: counsellor and nurse-led drop-in sessions.
- Feel Well Live Well (FWLW): Programme to help employees boost wellbeing.
- FWLW for Leaders: Providing tools that help leaders supportively engage with staff on resilience and wellbeing.
- High Risk Role Assessment Programme: In-house wellbeing assessment for those in Home Office assessed, and additional force directed, high risk roles to ensure individual wellbeing is understood.
- Attendance Management CPD Programme: a programme for line managers exploring attendance management, reasonable adjustments, risk management and creating the environment to support team members.
- A range of talking therapies delivered by in-house clinicians: including specialist Eye Movement Desensitisation Reprogramming (EMDR) treatment.

Trauma Risk Management

Trauma Risk Management (TRiM) is well established in the force. This peer support tool responds to traumatic or potentially traumatic events. There are 121 TRiM practitioners across the force, with 98 currently active and available to support colleagues. 13 new practitioners were trained in 2024/25. There have been 196 offers of TRiM interventions in 2024/25. These ensure critical stabilisation to individuals and clear signposting to further support options.

TRiM offers have recently reduced as the self/manager referral process increases. Traditionally, practitioners have responded to a TRiM tag and reviewed incidents, however a more direct referral system is being encouraged to ensure support and activity is focused where and when it is required.

Blue Light Framework and Occupational Health Standards

The force reviews the Health and Wellbeing provision in line with the Oscar Kilo Blue Light Wellbeing Framework – a useful tool in wellbeing gap analysis

identification. The force's framework completion (in collaboration with Essex Police) is at 93% fully developed.

In addition to the Blue Light Framework, the force is in the process of completing the National Police Wellbeing Service (NPWS) Enhanced and Advanced Occupational Health Standards. This self-assessment tool measures organisation maturity and is based on the Safe Effective Quality Occupational Health Service (SEQOHS) assessment methodology – adapted to the policing environment.

Kent Police remains engaged with the NPWS, attending events to ensure force activity complements the national picture whilst maintaining home force key developments and objectives. This includes the annual conference, the OH Practitioner forum, the national delivery group, the NPWS summer 2024 disorder meeting and the NPCC Health, Safety and Wellbeing Board. The force will be actively promoting the NPWS Wellbeing Survey being launched in May 2025.

Attendance Review Meeting

Human Resources, the Performance Improvement Unit (PIU) and Health and Wellbeing attend a quarterly Attendance Review Meeting to understand force performance and interventions needed to support positive attendance. Activities determined appropriate are supported locally from PIU and Operational HR.

The Performance Improvement Unit (PIU) continues to focus on attendance and supporting Heads of Department through the AWMG process.

A review of attendance management processes is ongoing into the 2025/26 financial year to ensure guidance and support provided to individuals and line managers is easy to understand. In line with the Reducing Bureaucracy project, it will also confirm if activity undertaken by managers adds value. All elements of managing attendance are being reviewed and the force is benchmarking against other forces and external, non-policing, public sector organisations.

Force Support Forum

Where a line manager is concerned regarding a team member, they may refer them to the monthly Force Support Forum. Professional Standards Department (PSD), HR, Health and Wellbeing and the PIU attend and it is chaired at Chief Officer level. A full picture of an individual's wellbeing is assessed and a potential risk profile, where high level risk exists, is determined. This ensures local support can be undertaken and where required, NHS primary care can be assured.

High risk roles wellbeing assessment

Following a pilot programme in late 2023, psychological screening was brought 'in house' in early 2024. This followed a review, which identified existing process challenges. Examples include the short funding window available, increase in demand for psychological support following assessment and potential delay in the outcomes being collated and returned to the force. Consultation with the Director of the National Police Wellbeing Service and subject matter expert from the NPWS were sought in consideration of adopting this new process.

This change allowed a more customer centric process where immediate support can be provided. In addition, it is less resource-intensive and flattens the demand profile over the full financial year. There is also a greater understanding of confidentiality and the potential outcomes from the screening results, subsequently breaking down some of the previous barriers to completion and ultimately the identification of support being required. An additional Wellbeing Adviser has been recruited to support this process.

RSM, the external auditors, have completed an audit on the Investigator Wellbeing provision, concentrating on the wellbeing assessments for high risk roles, with the outcome being an overall assessment of 'substantial assurance'.

Peer support

The NPWS Peer Support Network has 37 active trained volunteers (eight trained in 2024/25) providing support, guidance, signposting and promotion of wellbeing activity. There have been 52 interventions by Peer Supporters in 2024/25.

NHS health checks

The force facilitates regular NHS Health Checks. NHS providers undertake the 'over 40s' assessments, with results provided only to the individual and their GP. This is undertaken in 'duty time'.

Benevolent Fund

The Kent Police Benevolent Fund continues to support serving and retired officers and staff in a variety of welfare situations. Support is automatically extended to spouses, partners and young children.

Investigator innovation

The initial Investigator Wellbeing programme has been uploaded to the College of Policing Practice bank for sharing with other organisations. Phase Two of the

programme, delivered by the Counselling and Wellbeing Team and an external partner, started in February 2025. This recognises the challenging nature of investigative roles and aims to provide investigators with the necessary support. In addition, the Occupational Health team is undertaking a series of confidential, in-person appointments with investigators across the force, which provides an opportunity for them to undertake a series of health checks.

Throughout March 2025 the Health and Wellbeing Team has hosted wellbeing CPD events with RDAIT – a newly formed team following the Divisional Policing Review (DPR). The objectives follow the Investigator Wellbeing Plan, to ensure this high risk role group understand available support and services – as well as an opportunity for decompression and engagement, optimising discussions on wellbeing barriers to inform initiatives bespoke to this team. During the CPD session, the team has access to an Occupational Health nurse for a health check and a wellbeing dog and handler are present for each session.

At a national level, the Health and Wellbeing Delivery Manager attends the quarterly NPCC Recruitment, Retention and Wellbeing of Investigators (RRWI) meetings. Here they share evidence based best practice in relation to investigators, including developments from the National Police Wellbeing Service. The group formulates priorities for the national Investigator Wellbeing Week of Action each November, as well as the national Investigator Wellbeing Toolkit. The strategic focus of the group assists with understanding 'what works' to inform force level initiatives for investigator wellbeing.

Infrastructure development

Significant investment has been made in the accommodation for the Health and Wellbeing function in the last reporting period. A refurbishment has taken place in a new location for the team, incorporating a purpose-built suite of clinical rooms for health and medical assessments, a large physiotherapy room, counselling rooms, a bespoke training room for group sessions, and a waiting area. This investment has totalled £144,000 to date, with some other areas including the offices suite and bathroom facilities to continue into the next financial year. This demonstrates the value placed on the officers and staff in ensuring the services they access are delivered in an appropriate setting.

Further investment has been made with an industry specific Occupational Health system implemented last year 2024/25. This fully integrated workflow system reduces administration functions and aids data management and confidentiality. All Health and Wellbeing activity is housed within the new system with extensive internal development and configuration having been undertaken, to ensure the benefits can be optimised. In addition, the user experience is enhanced by accessing a portal rather than emailing forms, enabling line managers to manage the team interactions with Occupational Health more effectively. The investment totalled £64,047 with an annual licence subscription of £68,190 for a minimum term of three years. These costs are shared with Essex Police.

Meeting future demand

Reduction in demand has been experienced in some areas in this financial year, for example counselling referrals and physiotherapy appointments. Other areas, however, have seen an increase – Occupational Health had an 8% rise in referrals. The work below will continue to support officers and staff within Kent Police and innovation in wellbeing development will continue to be used:

- Ongoing delivery and development of wellbeing interventions, responsive to organisational need and operational demand.
- Support for those in high risk roles with a holistic wellbeing assessment process, normalising seeking help in demanding environments.
- Engagement with charities and specialist organisations for support.
- Maintain and expand the TRiM and Peer Support networks to further develop options for local intervention.
- Use past referral data to influence future proactive offerings.
- Provide holistic wellbeing outreach clinics for physical and mental health.
- Attendance management governance procedures, providing a reliable and informative narrative to the attendance data to understand absence trends.
- Develop innovative programmes responsive to emerging need with a forward-thinking approach to wellbeing provision.

Understanding and responding to the needs of the workforce

The force's wellbeing services are continually reviewed and adapted to assist the workforce. Through policies and wellbeing engagement the force's aim is to:

- Support the workforce with access to responsive and timely Occupational Health and Counselling Services.
- Promote a positive culture and remove mental ill health stigma.
- Empower leaders by providing the tools to support those they lead.
- Engage with the NPWS, promoting services to the workforce, aligning force activity to the National Wellbeing Strategy and horizon scan for emerging trends.

Section 3A – Responding to the Public: Requests for Service

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Demand has remained consistent. Relocation to new premises and implementation of a modernised radio and telephony system has supported a stable, outstanding standard of service over the last year. Kent Police has consistently met the Beating Crime Plan aspiration for 999 and also those proposed for 101.

Step 1: Assessment of demand, including forecasts

Public contact comes from emergency (999) and non-emergency (101) calls, and digitally – Live Chat, online crime, incident reporting and 'contact us' via the Kent Police website, using a range of options through single online home.

The IT predictive software, Calabrio, remains as the workforce planning system to forecast demand. The duty planning team monitors future demand, staff distribution and shift patterns. The Control Room Solution (CRS) predictive software enhances the accuracy of call handling times. This improvement will lead to better forecasting of staffing requirements for 999 and 101 services.

Financial year (FY) April 2024 to March 2025:

- 363,396 emergency (999) calls – 5.5% decrease from 2023/24. 99.6% were answered and 96.6% were answered within 10 seconds, an improvement of 15.2% from 2023/24.
- 255,824 non-emergency (101) calls – 7.0% decrease from 2023/24. 97.1% were answered, call attrition rate 2.9% – 5.8% improvement from 2023/24.
- 118,621 calls to the Switchboard – a reduction of 0.3% from 2023/24. 96.8% were answered, call attrition rate 3.2% – 2.8% improvement from 2023/24.
- 48,876 online crime reports received – 3.2% increase in online crime reporting received from 2023/24.
- 59,458 Live Chats received – 10.5% decrease from 2023/24.
- 254,839 total digital contacts – 1.6% increase from 2023/24.

Key performance metrics for answering 999 calls are the percentage of calls answered within 10 seconds and the average time to answer. This data is published as part of the Beating Crime Plan. Kent Police has made significant improvements in both areas, exceeding the 90% target every month in 2024.

Kent Police has also made notable progress in reducing call abandonment rates and wait times. Over the past six months, the average abandonment rate has been below the aspirational 5% target for forces with a switchboard, as referenced in the National Contact Management Strategy. Non-emergency 101 demand has consistently
decreased in recent years, in line with digital contact increase. This has continued despite short answer times and low attrition rates on 101.

Force Control & Incident Response (FCIR) conducts critical incident reviews too for lessons learned and to share best practice. The Operational Review Committee (ORC) meets bi-monthly to discuss incidents and ensure policies and practices are effective. The Call, Dispatch, and Resolution Evaluation Tools are now embedded, allowing for continuous review to identify trends in service delivery, as well as bespoke quality assurance themes.

The FCIR conducts weekly reviews of repeat caller data, holding regular meetings with Kent Fire and Rescue Service (KFRS) and the South East Coast Ambulance Service (SECAmb) to discuss potential interventions and referrals. Operation Engage has enabled the command to identify and manage hoax and nuisance callers through data checks within police systems. The force updates records, assesses risks, and blocks individuals from calling 999 and 101 when necessary, working with Community Safety Units to implement interventions such as Community Protection Warnings and Criminal Behaviour Orders. Effectively managing prolific callers saves approximately 580 contact handling hours per month. Operation Engage currently manages 230 prolific callers. In 2025/26, the team aims to improve detection and management of nuisance/hoax callers via a Proactive Management Plan (PMP) on Athena.

Launched in April 2024, Right Care, Right Person (RCRP), a national partnership aiming to ensure vulnerable people get the right support from the right service provider, is led by Strategic Prevention – with FCIR support as the primary point of contact. Initial analysis reveals a reduction in officer time, although Force Control Room (FCR) demand has remained consistent. See **Section 4 – Prevention and Deterrence: Mental Health**. Future demand is expected to rise with predicted population growth in Kent.

Step 2: Assessment of workforce

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Operations	47.00	-11.17%	17.57	286.90	+2.29%	18.63
Ops Support	-	-	-	126.90	-8.35%	12.15

Department sickness levels are higher than most other commands within the force, but comparable to other control rooms nationally. The unique environment and inability to work remotely contribute to this. The role can support employees with restrictions, leading to higher absences. Systems and processes are well established, and this challenge is expected to persist at similar levels.

The command has retained 35 police officer positions, with flexibility to redeploy additional officers proficient in FCIR as required. Surge support acts as a secondary measure to FCIR overtime. Staff shift adjustments and maintaining minimum resource levels ensure adequate staffing. Fixed-term redeployment is available as an option to bolster staffing during peak summer demand. Regular professional development within the FCIR ensures skills remain current. Staff working in business development and operational support must remain operationally competent and are used if required as an internal surge option.

The reward and recognition process, 'Share the Challenge' leadership sessions, 'Ask the FCIR SLT', and Develop You support staff. The command actively promotes the Leadership Development Programme (LDP), offering a comprehensive training program, and the Peer-to-Peer Support Network, which provides one-to-one support to colleagues. All staff receive wellbeing and trauma risk management briefings (see **Section 2 – Wellbeing**). The FCIR Learning and Development Team supports recruitment programs and provides initial training – recently extended to emphasise vulnerability and the RCRP policy. It also offers Continuous Professional Development (CPD) and mandatory training.

In February 2024, Kent Police launched a new, modernised radio and telephony system, which has presented ongoing challenges. However, the enhanced supervisory and reporting capabilities have shown benefits. Kent Police plans to upgrade the command-and-control system in 2026, which will introduce additional functionalities, including features to support staff welfare.

Step 3: How workforce and other assets will meet anticipated demand

Demand has been on a downward trend over the last few years, with a reduction in 101 and 999 calls. Total calls for service have reduced less dramatically due to the channel shift from 101 to digital. The command has seen significant change and performance improvement leading to a reduction in re-presented demand on both 101 and 999. Equally, Operation Engage has reduced nuisance and hoax calls on 999. Using professional judgement, the command anticipates these reductions will cease and a gradual increase will ensue in line with population growth. Some demand will be transferred to digital channels using emerging technology such as the citizen journey and portal concepts. Technology is expected to reduce the transaction time, streamlining the contact process.

The FCIR Contract Panel meets every month, working with HR Recruitment, to review establishment and maximise opportunities to develop staff and fill vacancies. Recruitment is scheduled predominantly for spring, enabling maximum capacity though the peak summer period providing internal resilience.

Work is progressing with retention ambassadors, who can provide meaningful interventions to support and retain officers and staff who might be considering leaving. Leavers from within the command is at an all-time low and the overall level of experience within the team has improved. The number of multi-skilled staff members has increased, providing resilience on both contact and dispatch and the ability to move staff in an agile manner between roles.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Kent Police is set to implement a comprehensive long-term technology plan based on recommendations from an external consultant's assessment in 2023. This will feature an automated messaging function to keep victims informed throughout their interactions with Kent Police. Additionally, a customer portal platform will be introduced, allowing service users to log in, request, and receive updates.

These advances aim to enhance the overall customer experience and, following the example of pathfinder forces, reduce the number of follow-up 101 calls. The integration of Customer Relationship Management (CRM) technology will offer deeper insights into those contacting Kent Police, addressing their specific needs and levels of vulnerability. Furthermore, telephony contact will be supported by automated processes, streamlining the time required to check systems and record information. Kent Police's commitment to these future-focused initiatives promises to significantly improve service delivery and operational efficiency.

Section 3B – Responding to the Public: Incident Response – IMU

Investigation Management Unit (IMU) demand has decreased, with increases expected during seasonal peaks. Strong governance ensures quality and compliance is met in line with guidance and legislation.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Step 1: Assessment of demand, including forecasts

The majority of requests for service come into the FCIR to co-ordinate the response. Where the matter is a crime, but attendance is not required, the IMU will record appropriately and consider the investigation based on the Investigative Habits factors and what lines of enquiry are present, before either allocating for investigation or filing.

In the last year there has been a 2.8% decrease in reported crime. This is a reduction in the percentage decrease from the year before, which was anticipated with changes to Home Office Crime Recording (HOCR). It is anticipated reductions will slow, and rates will plateau in 2025.

The department remained stable for the first seven months of 2024, with predicted summer demand seeing active crime rise but remaining within normal levels – and significantly below the peak of 3,000 from July 2023. The Athena upgrade in July 2024 and subsequent unexpected, prolonged instability, alongside peak summer demand caused backlogs to rise rapidly. These peaked at just under 2,800 in August 2024. Through prioritising the workstreams, main lags were brought under control by mid-August. To achieve this, the lag for reports requiring filing was allowed to increase. This peaked at 24 days in October before being brought back under control in January 2025.

Using data from the previous three years, IMU can accurately predict the demand for each month, as well as staffing hours needed to manage it. Two daily meetings review each workstream, prioritising threat, risk and harm.

Due to seasonal demand, IMU staffing numbers go above establishment for the peak season – with a reduction through the lower demand months. This is managed through natural attrition of staff and careful recruitment.

In March 2024, the Investigative Standards team was realigned under the Force Crime Registrar following a business case. The team was responsible for authorising crime cancellations, reclassifications, processing solved outcomes, managing modern slavery crime recording, and ensuring HOCR compliance. While most workstreams were realigned with them, the management of modern slavery crime recording was transferred to the IMU, with subsequent reviews delegated to Divisions. Given Kent's location, this workstream is significant.

In accordance with changes in crime recording practices and national investigation guidelines, Evidenced Based Investigation Tool (EBIT) remains in use as an assessment tool. This tool identifies cases where police officer attendance is not required for certain offence types – including public order sections 4/4A, common assault, criminal damage, and theft (other), which constitute approximately 15% of monthly recorded crime. The process considers solvability and public interest, with professional judgment and supervisory oversight applied as required.

Step 2: Assessment of workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
IMU	27.0	+8.80%	14.65	131.30	+6.66%	9.04

Sickness levels in the department are higher than the force average. The role can accommodate employees with restrictions and subsequently absences can often be higher. Attendance management systems are established and whilst this challenge is expected to continue, sickness levels are slowing reducing.

The current establishment of investigators are split across five teams, with 25 of these staff providing 24/7 cover for urgent linking requests (generally to process custody cases).

The Desktop Investigation Team (DIT), created in December 2023, **Section 40 Personal Information** In 2024/25 DIT processed 14,418 investigations, with 3,569 (24.8%) being allocated for further investigation to the Victim Based Crime Teams (VBCT). From those allocated there is a positive outcome rate of 35.1%.

In 2024/25, the profile of IMU's operational floor has evolved, with the percentage of staff having less than two years' service decreasing from 48% to 33%. This follows a reduction in attrition, resulting in fewer new starters.

Robust governance structures are in place to manage performance effectively. Expectations are communicated to all staff, and performance is monitored daily. Supervisors review their team's performance data monthly against established expectations. All staff are required to achieve a minimum of 90% data accuracy each month. Staff who do not consistently meet these expectations will have one-on-one meetings with their supervisors to determine support.

The department's relocation to Sittingbourne means all IMU courses are in-person. The introduction of an in-person transition bay following initial training has provided additional support, enabling those who started in 2024 to meet the required minimum standards within their first year. The improved working environment and facilities at Sittingbourne have been positively received by staff.

Step 3: How workforce and other assets will meet anticipated demand

The FCIR Transformation Programme has concluded, however work continues with the Rapid Video Response (RVR) and Demand Management Project and Empowering Leaders and Reducing Bureaucracy workstreams under the Divisional Policing Review (DPR). The programme is now focused on:

- A review of RVR, with an ambition to enhance use for all eligible crime.
- Expansion of RVR into the appointment process to enhance attendance.
- A DIT review on how this work can be expanded to reduce VBCT demand.
- A review of IMU structure and how efficiencies can be made for the future, including a shift pattern review. The long-term ambition is to have a variable establishment allowing for additional staff in times of higher demand.
- Process mapping and reviewing of all IMU workstreams to identify efficiency savings through reducing bureaucracy.
- The use of technological solutions, such as automated linking to streamline IMU to reduce the time taken to process reports.

The Microsoft Form question set has now been embedded into working practises with FCR benefits due to a reduction in call length. Further quality analysis for the information obtained via the form rather than over the phone is ongoing. This was introduced in conjunction with a new IMU call script for the FCR, which has improved the initial information obtained by the call handler.

Following the DPR, the allocation model was reviewed, bringing it in line with the Investigative Habits principles. This allows decisions to be made based on the IMU Investigator's assessment of the circumstances of the crime. As part of this work a review was undertaken on the IMU solvability assessment and EBIT. It found both are useful tools. However, they should be used in conjunction with the Investigative Habits principles rather than in isolation.

Workstreams and volume within the IMU are assessed by the IMU DCI using a red, amber and green (RAG) system to ensure capacity and capability are evaluated regularly. This system outlines accepted tolerances and identifies pinch points. The system has now been expanded to include DIT workstreams.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The ongoing review through the RVR and Demand Management Project, alongside the Empowering Leaders and Reducing Bureaucracy workstream means the force focuses on creating the most efficient and cost-effective crime recording processes. IMU remains at the heart of this work. Potential investment in technological solutions to increase the capacity of the department without increasing establishment remains at the forefront of these programmes. This is alongside a review of working practises and procedures to ensure they are effective. The relocation to Sittingbourne and reintroduction of in-person training began this process and the positive results of this move are already being seen across the department.

Section 3B – Responding to the Public: Incident Response – Local Policing and FCR

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Local Policing Teams (LPT) and Victim-Based Crime Teams (VBCT) remain at a stable establishment level, providing effective and efficient service. Officer development and training programmes together with technological innovation and process refinement further enhance capability and service delivery.

Step 1: Assessment of demand, including forecasts

Local policing is divided into three Divisions: North (Gravesend, Dartford, Medway and Swale), East (Ashford, Canterbury, Dover, Folkestone and Thanet) and West (Maidstone, Sevenoaks, Tonbridge & Malling and Tunbridge Wells).

LPT provides a 24/7 response to emergency and priority contacts for service, including missing persons. VBCT investigates and solves offences.

Incidents requiring emergency and priority attendance have reduced from the previous financial year (133,212 to 127,625). The average response time to attend emergency calls for financial year 2024/25 shows a slight decrease compared to 2023/24, with priority attendance time increasing slightly.

Call gradings have been changed to reflect national best practice – emergency, priority, attendance, scheduled (appointments), tasks, and resolution without deployment. Force Control & Incident Response (FCIR) has also refreshed working practices, improving response times and supporting the changes to call gradings.

The force's Resource Allocation Model (RAM) forecasts the distribution of LPT response officers required over the next three years (for responding to the public and investigations). VBCT will take most uniformed crime investigations leaving response officers to attend emergency and priority calls. Local policing holds 31% of all force active crime and 26% is investigated by VBCT. Allocation is stable from last year, with a reduction in LPT response officer crime allocation.

Mental health continues to contribute to local policing's demand, either as the main reason for calls to respond, or as a contributory factor. Work continues with the Strategic Prevention Command and partners, under Right Care Right Person (RCRP) to ensure appropriate response (see – **Section 4 Neighbourhood and Prevention: Mental Health**).

There were 8,033 missing child reports in 2024, which is a 6.2% increase from 2023 (additional 470 cases), and 3,252 missing adult reports, which is a 19.6% reduction from 2023. In the first instance all missing reports are allocated to LPT. There has been an increase in the number of reports graded as high risk due to improved risk assessment processes. This is positive however does mean more LPT resources are required to be allocated to the subsequent investigation (see Section **6 - PVP: Missing Persons**).

Step 2: Assessment of workforce and other assets

	Local Policing Teams			Victim Based Crime Teams		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Division Total	890.0	-3.03%	10.86	423.0	-3.75%	9.94

Local policing teams have remained stable in establishment, but the vacancy rate has increased for LPT and VBCT (previously +0.4% and 1.35% respectively). Most officers move from local policing for lateral progression; therefore, strength is only increased following new recruit pass outs.

There has been a marginal increase in police officer sickness rates from last year, and psychological absences are the most common reason for reported absence.

Retention of officers is a future threat and is critical for stability, growth, and to meet future demand. Equally Kent's workforce is its most important asset – with their wellbeing critical to being able to deliver an effective policing service (see **Section 2 – Wellbeing**). Kent Police has excellent Health and Wellbeing services internally, supported by the National Oscar Kilo programme. The new shift pattern for response officers introduced last year following extensive staff engagement, which balances officer welfare and rest with resource availability, continues to be well received. It also creates a dedicated day for individual and team training, which allows greater breadth and depth of topics being delivered.

Levels of service, experience and skill remains a challenge, as per the below table. This impacts on tutoring requirements, experience, abstractions for protected learning time (PLT), retention and performance.

Local Policing Teams				Victim Based Crime Teams			
- 1 year	1-4 years	5-9 years	+ 10 years	- 1 year	1-4 years	5-9 years	+ 10 years
12%	54%	29%	5%	0%	70%	23%	7%

Kent uses a data tool to track local policing officer skills. This aids in training provision and ensures officers have the right qualifications. The most recent data shows 56% are qualified response drivers, and 53% are trained in Taser – a slight decrease from last year, but still at or above desired operating levels.

Countywide availability of local policing vehicles with emergency response capability is currently 85%. This is an improvement from last year due to innovative solutions by Transport Services. Wider fleet availability is good, with data driven pooling of assets to maximise efficiency and effectiveness.

There are strategic and tactical levels of governance in relation to response for calls to service, quality of service on attendance, and contributions to Control Strategy crime.

Step 3: How workforce and other assets will meet anticipated demand

The current model creates a clear pathway for allocation and ownership of crime, while developing good investigative habits and investing in the future of policing skills. Demand on local policing is currently stable. Contact management processes and innovation (Desktop Investigation Team [DIT], Rapid Video Response, RCRP and Harm Intervention Tool) means calls requiring attendance are reducing. Command and control processes exist to move capacity to manage demand increase in the most efficient way. As those processes and innovation continue, and vacancy rates reduce, capacity should meet demand.

Over the next four years projected demand for emergency and priority calls for service is likely to remain stable, or potentially reduce. Professional judgement suggests this is influenced by several variables not limited to external socio-economic influences, emerging crime trends, changes in partner provisions and technology.

Kent Police invests in laptops for all police officers in local policing. This increases efficiency and provides resilience in terms of agile working, allowing officers to collate best evidence away from the station.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Kent's proximity to Europe presents specific strategic challenges. The impact of industrial action at the Ports and the subsequent traffic management required too often results in local policing officers being used to reinforce other resources (see **– Section 9 Major Events: Roads Policing Unit**) impacting on the ability to respond to the public.

Current investment in neighbourhood policing together with problem solving approaches should further reduce demand while increasing confidence in policing. DITs ability to maximise technology to conduct enquiries remotely, such as CCTV reviews, offers improved victim service and significant process and resource efficiency gains.

Developing a culture of sound risk management, prioritisation, problem-solving, and innovation will ensure Kent Police is agile and flexible to be able to respond to unknown future demand.

The retention of people and knowledge is critical to ensure stability. Maximising the use of volunteers and Special Constabulary officers will assist local policing with service delivery. Officers must be incentivised, encouraged, supported, and rewarded for their work. This will be a national challenge, more so given the number of student officers where policing may not be their only career.

Section 4 – Prevention and Deterrence: Neighbourhood Policing

The Kent Police Neighbourhood Policing Model addresses the three pillars of neighbourhood policing (NHP) through engagement with communities, preventative policing with a problem-solving approach, and targeted activity of repeat places and recidivist neighbourhood crime offenders.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Step 1: Assessment of demand, including forecasts

Kent Police has restructured NHP roles within district-based Community Safety Units (CSU) in line with the national Beating Crime Plan. The primary focus is community engagement, as well as to prevent and deter crime and anti-social behaviour (ASB). The operating model is aligned to the National Policing Prevention strategy and the Neighbourhoods Policing Guarantee focusing on engagement, problem solving and targeted activity.

Twelve district Independent Advisory Groups (IAG) meet quarterly and support engagement between Kent Police and the public. The overarching Strategic IAG provides an additional consultative forum at a county level.

Two-way public engagement is met through methods including surgeries, walk and talk events, and pop-up events. The force also uses social media platforms and the secure police-led digital engagement platform, My Community Voice (MCV). As of February 2025, 22,195 members of the public had signed up. NHP officers use MCV to share updates and identify local community priorities.

Reported ASB incidents have reduced by 3.8% (28,403 incidents in 2023 to 27,312 in 2024).

The Rural Task Force (RTF) engages with partners and rural communities using a proactive problem-solving approach to prevent and detect rural category crimes.

The Licensing Team handles all licensing-related duties. The force currently manages 10,200 licensed premises across a range of business venues and over 13,000 personal licence holders.

Drug Liaison Officers (DLO) are trained as Drug Expert Witnesses (DEW). The DLOs manage all requests for DEW evidence and complete 75% of written reports with approximately 300 completed in 2024. The force has increased Drug Testing on Arrest (DToA) tests. In the last 12 months Kent has completed over 4,000 DToA tests – 7% of those completed by all forces nationally. Over the next year, demand is expected to increase for DToA.

Child Centred Policing (CCP) and Youth Justice continues to be a priority as reflected in Kent's CCP Strategy and the force Control Strategy. In 2024 the force received 5,749 calls from schools (5,746 in 2023). Demand is anticipated to remain stable or slightly increase as awareness is raised.

The Youth Justice Team (YJT) adopts a multi-agency approach to divert those aged 10-17 from the Criminal Justice System (CJS). In 2024 82% of YJT referrals were dealt with out of court and 70% of outcomes involved diversionary activity. In addition, 600 reflective practice workbooks have been delivered to children involved with low level offending, aimed to educate and prevent reoffending.

Designing Out Crime Officers (DOCOs) provide specialist advice regarding crime reduction for planning applications and provide preventative guidance to minimise crime, fear of crime, disorder, and ASB with new building developments. In 2024, the team responded to 600 planning application assessments, an increase of 4.35% from 2023. Demand is expected to increase.

Daily operational demand is managed by NHP Teams, CSUs, ASB Teams, and DLOs.

Step 2: Assessment of workforce and other assets

	Police			Police Staff			PCSOs		
	Est	Vacancy Rate	Avg Days Lost Per Person	Est	Vacancy Rate	Avg Days Lost Per Person	Est	Vacancy Rate	Avg Days Lost Per Person
CSUs	350.0	-8.93%	7.49	13.60	+0.36%	6.39	95.0	-13.9%	9.80
Prevention	67.0	+2.22%	4.12	20.84	+18.47%	4.58	6.50	-24.3%	5.38

The Neighbourhood Policing Guarantee places a renewed focus on NHP teams to be proactive problem-solvers. As a result, the number of officers for NHP teams will include an additional 65 from June 2025.

Prior to the launch of the national NHP training by the College of Policing (CoP), Kent Police gave all NHP officers specialist induction training. Ten courses ran

between May 2023 and March 2025, and will now evolve into the National Neighbourhood Training being rolled out by CoP from June 2025. Kent Police is also working with Cambridge University on problem solving courses for supervisors.

Designing out crime is a statutory policing requirement, requiring a level 5 qualification to carry out tasks such as Park Mark and Places of Worship schemes. Currently, Kent Police has 100% establishment.

Kent has 13 Business Crime Reduction Partnerships (BCRP) – tackling retail crime, ASB and other types of criminality. In 2024 the force took part in the National Business Crime Centre's Safer Business Action Week, which brought together police, businesses, and other partners to tackle business crime. Over 130 officers were involved and made approximately 85 arrests.

In 2024 RTF made 105 arrests, completed 181 stop and searches, submitted 1,664 intelligence reports, and recovered stolen property exceeding £2.8 million.

Teams have sufficient equipment and non-workforce assets to perform their roles.

Step 3: How workforce and other assets will meet anticipated demand

The Prevention Hubs within Strategic Prevention Command work closely with Community Safety Partnerships and the Violence Reduction Unit (VRU). Prevention Hubs are to be centres of excellence, offering tactical advice and reviewing the impact of problem-solving approaches. Analytical tools such as the Harm Intervention Tool and Safer Dashboards will be used to identify repeat victims and offenders, locations and trends to prevent and detect crime and ASB. Demand for two-way engagement will be met by MCV and face to face engagement.

ASB policies are being reassessed to assist with demand and the Strategic Prevention Command meets weekly to discuss issues. Neighbourhood Task Forces (NTF) work alongside partners to tackle persistent problems. Beat Officers are assigned geographical areas and provide engagement and problem solving.

Grip demand is not forecast to change significantly from the previous three years and the workforce is anticipated to continue to meet it.

The RTF is engaging with cross border policing initiatives and continues to conduct crime prevention activity using property marking techniques, as well as active patrolling.

Licensing policies are well established, and the Licensing Team adopts a dynamic approach to incidents requiring intervention. Kent's night-time economy (NTE) is supported by the Licensing Team.

CCPT has good engagement with children and young people in schools and other youth-based environments to identify those vulnerable to exploitation and criminality. Where young people are involved in crime, a Youth Justice standard operating procedure (SOP) is being written, setting out the referral process.

During 2025 the central CCPT will be launching webinars aimed at information sharing with parents and carers to equip them with the skills to spot signs of harm and exploitation and intervene at an earlier stage. The YJT will be streamlining the OoCR process using technology and improving partnership work.

To meet demand for designing out crime and due to current capacity, it has been necessary to prioritise larger scale developments, regenerations, and infrastructure developments over smaller scale developments. This means there may be some missed opportunities.

BCRP boundaries are currently aligned with Local Authority boundaries, but the governments Devolution White Paper could mean BCRP management teams decide to align with new upper-tier authority boundaries. This could affect demand experienced by the force.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Kent Police expects to meet the growing demand of two-way communication with communities through MCV.

The additional police officers allocated to NHP roles in June 2025 will allow for more resilience to focus on hotspots, particularly within town centres focusing on retail crime and nighttime economy. This will enhance Grip patrols as well as problem-solving activity in town centres.

Child-related demand for engagement, education, early intervention and enforcement is expected to continue to increase as CCP Teams and YJT raise awareness of youth-based issues with children, schools, parents, and the wider community. The force will need to continue to innovate methods of working, sharing good practice, and developing countywide projects that build the voice of children into them.

Demand on YJT should be streamlined with the new digital administrative platform.

Section 4 – Prevention and Deterrence: Stop and Search, Use of Force

Kent Police's approach, performance, and plans regarding stop and search and use of force are well documented. All demand is expected to be met.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Step 1: Assessment of demand, including forecasts

In 2024, the force conducted 14,340 stop and searches – most related to drugs and PACE searches. Proactive stops are increasing, correlating with force changes in the Divisional Policing Review (DPR) and the refresh of the National Intelligence Model (NIM). 51% of these searches resulted in positive outcomes. Body Worn Video (BWV) has a 97% compliance rate. Section 60 searches are documented, and processes improved to effectively record use and authority.

Use of force incidents have increased during 2024 due to ongoing work in identifying and recording use of force where handcuffs have been applied. In October 2024 to December 2024, use of force recording increased by 71.5% when compared to July 2024 to September 2024. Compliant handcuffing is recorded as the highest recorded reason for use of force.

Kent Police values the importance of community trust and engagement. The force has several initiatives to involve community members in the oversight of stop and search and use of force practices. These include public forums, advisory groups, and regular consultations with local leaders and organisations.

Step 2: Assessment of the workforce and other assets

All officers undergo rigorous training and refresh during annual officer safety training, which includes legal guidelines and techniques for conducting searches respectfully and professionally. The force also regularly reviews and updates training programs based on feedback and new legislation.

Use of force training and Taser refreshers take place annually as aligned to the College of Policing. External partners are invited to see this training.

Stop and search records are reviewed by supervisors, as well as dip checking reviews by Inspectors. BWV is reviewed and feedback provided to officers. Policies have been amended to include safeguarding and relevant referrals.

Taser discharges are reviewed and referred as appropriate. A Use of Force Panel meets weekly to review higher level uses of force, including Taser.

Kent Police is delivering the Police
Race Action Plan with an in-person programme for frontline officers and staff. This includes history and trauma impact on the black community.

Step 3: How the workforce and other assets will meet anticipated demand

Over the next four years projected demand is expected to plateau, but the force is experiencing, on average over the last three years, an increase of approximately 150 additional stop and searches per month.

The introduction of further data requirements, for example recording of stops under Section 163 of the Road Traffic Act, are being progressed and will be monitored to understand effectiveness and proportionality of routine road traffic stops. Officers and staff will require additional training.

Kent Police aims to further enhance the effectiveness and fairness of stop and search operations. Plans include:

- Enhanced data collection – implementing data analytics to better understand patterns and outcomes of stop and search activities.
- Increased transparency – continuously updating public-facing data and providing more detailed reports on stop and search operations.
- Community collaboration – expanding community engagement initiatives to ensure diverse representation and feedback.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Anticipated future demand will be met by the current workforce.

Section 4 – Prevention and Deterrence: Serious Youth Violence

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Kent Police benefits from an established Violence Reduction Unit (VRU), funded by the Home Office (£1,512,572 for 2025/26) to reduce serious violence in young people under the age of 25, using a multi-agency, public health approach.

Step 1: Assessment of demand, including forecasts

The VRU supports the strategic co-ordination of the local response to serious violence. It commissions services to support and engage young people, including sports in the community, intervention in hospitals, and a 1-to-1 mentoring service for young people at risk of county lines and exploitation.

Comparing 2023 to 2024, knife-enabled serious violence against victims under 25 has reduced by 18% for those aged 18-24, and 36% for under 18s. Serious violence reduced across Kent for the under 25 cohort by 11%.

The VRU receives data from Kent Police, Medway Council, Kent County Council, the Probation Service, the NHS and Community Safety Partnerships. The Unit then identifies people, groups, places and times when violence is a risk. In 2023 work began on a multi-agency data sharing platform.

A strategic needs assessment has been completed to understand the current and forecasted demand. Using a range of partnership data, the force assesses the causes of violence, including population, school exclusions and poverty. The 2025/26 response strategy is agreed based on this information. Forecasts suggest serious youth violence will continue to follow a downward trend.

Step 2: Assessment of the workforce and other assets

The VRU is funded by the Home Office (£1,512,572 for 2025/26) to reduce serious violence in young people under the age of 25, using a multi-agency, public health approach.

Section 40 Personal Information FOIA The director oversees the budget, staff, Home Office requirements, and delivering against the key performance metrics. The co-ordinators manage commissioned services and drive activity. The analysts have been trained in the Cambridge Evidenced Based Policing Course, Cambridge Network Analysis Course, data sharing, combatting knife crime analysis methods, and dashboards. There are no issues in the team with wellbeing or sickness.

Kent VRU has sufficient equipment and non-workforce assets to perform their roles, including 10 Buddi tags (voluntary electronic monitoring 'ankle tags').

Step 3: How the workforce and other assets will meet anticipated demand

VRUs will lead on the establishment and trial of Prevention Panels, used to identify young people who are at risk early on, and support and divert them. The VRU explores match funding opportunities wherever possible and has an added expectation from the Home Office this year to plan for sustainability.

The VRU plans to improve technology use for data sharing and the Xantura OneView is being tested by Kent Police and Kent County Council. This has allowed user feedback on the development of aggregated dashboards and trend reporting, and work to develop a case summary of individuals. This allows analysis of shared data to understand serious violence.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The Home Office funds the VRUs year on year, which leads to uncertainty for 2026/27. The VRU meets Home Office expectations and all key performance metrics (declines seen across all). Community impact of locally commissioned services is assessed and subject to national evaluation and scrutiny. The mapping by local authority and prevention panels, under the young futures programme should allow for an early understanding of future demand. However, the force is unable to say what funding will be available to meet this demand.

Section 5 – Investigations: Forensic Services

Digital Forensic Services is experiencing a significant demand increase. ISO accreditation remains challenging. A new operating model is in place but reliant on the delivery of the Digital Forensics Platform solution. Capacity and capability across other areas of Forensic Services are good.

MoRiLE Assessment		
Risk Score	Current	Future
3	AMBER	GREEN

Step 1: Assessment of demand, including forecasts

Forensic Services has three strands:

- Forensic Operations – Crime Scene Investigations (CSI), Forensic Collison Investigations (FCI) and Forensic Quality.
- Digital Forensics (DF) – mobile phone and digital device examinations.
- Central Forensic Services – Fingerprint Hub, Chemical Enhancement Laboratory, DNA Recovery Unit, Forensic Submissions to external providers, and Digital Imaging.

Scene attendance by CSIs in 2024 is lower than in 2023, reducing from 3.6% to 3.3%. 32% of crime scenes attended by CSI are burglary dwelling offences, in line with recorded crime and CSI tasking. Future demand for CSI attendance and examination is predicted to remain steady for the foreseeable future.

Forensic submissions to external providers remained stable throughout 2024 with all national submissions' caps removed. After one year of monthly fixed fees all services have now reverted to pay as you go (from 1 November 2024). Capacity is still challenged in some areas but there is slow improvement in line with rectification plans. The delivery of Forensic Services (including Forensic Marketplace) is a strand identified under the Home Office Police Reform programme with the ambition to migrate delivery to the National Centre of Policing within the next four years.

The statutory code for the Forensic Science Regulator (FSR) Act 2021 was implemented on 2 October 2023 with the requirement that all forensic activities undertaken are reported with declarations of compliance and/or non-compliance with the FSR code. The new declarations have been in use since that date, however the true impact on the Criminal Justice System is yet to be seen. Compliance with statutory requirements will remain a source of demand for the foreseeable future. Version 2 of the FSR Statutory Code has been placed before parliament (March 2025) and is progressing through the legal process. When implemented, it will streamline accreditation for crime scene investigation so a reduction in demand in this area is anticipated within the next two years.

An estimated 90% of crimes now have a digital element. Volumes of digital data, particularly on mobile phones, have grown exponentially with new technologies and criminality developing. There has significantly increased demand on digital forensics services in both case volume and amount of data per case. In addition, the complexity and security of digital devices is constantly advancing, making the acquisition of data more difficult and time consuming. The new operating model for Digital Forensics (implemented in July 2023) is now fully embedded and the delivery of the Digital Forensic Platform solution alongside wider use of automation is critical to meet increasing demand over the next four years.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Forensic Services	7.50	-10.80%	16.98	143.25	-15.04%	9.84

Forensic staff and assets are in good condition, with investment in estates, capability, training and welfare provided. Staff are issued with laptops and mobile devices to aid their efficiency when remote working.

ISO accreditation of all in-house services necessitates extensive training and development programmes for all forensic practitioners with ongoing observations and competency assessments. This ensures the capability and capacity to meet current and future demand. Succession planning for Crime Scene Managers, Digital Forensic Specialists and Fingerprint Examiners also maintains the condition of the workforce.

The restructure of Forensic Services has improved supervisory ratios in several areas, which has increased support for staff and aided more effective absence management. CSIs, DF practitioners, and FCIs have frequent exposure to

unpleasant incidents and distressing material. Annual wellbeing assessments together with TRiM are used to ensure appropriate support for staff.

Forensic Services is currently achieving accepted performance, which is monitored through the Serious Crime Directorate Forensics Board and Force Performance Management Committee.

Step 3: How the workforce and other assets will meet anticipated demand

Demand will be met through:

- Implementation of the new Forensic Case Management System planned for June 2025, which will bring all forensic teams onto a modern, cloud-based system. Officers and staff making forensic and/or digital forensic submissions will do so via a portal, streamlining the process, using information within the system to avoid double keying, saving time and improving data accuracy.
- Implementation of the high-speed network element of the Digital Forensic Platform solution (by December 2025) will link all Digital Forensic Hubs across the force and improve the efficiency of data extraction and storage, reducing delays in the examination times for digital devices.
- Wider use of automation across Forensic Services to improve efficiency and save time, for example automated extraction of mobile phone data.
- Implementation of revised Service Level Agreements (SLA) for Digital Forensics and Forensic Collison Investigation will focus on force priorities and the demand presenting the greatest risk.
- Embedding the relocation of the Fingerprint Hub in a refurbished, modern environment co-located with the Chemical Enhancement Laboratory to optimise the effectiveness of fingerprint specialisms to support investigations. This will include the implementation of PDS Digital Fingerprint Capability via the Xchange platform.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

CSI attendance will continue in line with recorded crime, CSI tasking and force priorities and is anticipated to meet future demand.

Examination of digital devices will be more effectively prioritised with the new SLA. The first stages of delivery of the Digital Forensic Platform and wider use of automation will bring greater efficiency to meet future demand.

The progress of ISO accreditation must continue to comply with statutory requirements. Version 2 of the FSR Code will streamline the process for crime scene investigation enabling this demand to be met.

Section 5 – Investigations: Volume Crime

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Victim Based Crime Teams (VBCTs) are embedded across all districts to deal with volume crime. Public order, criminal damage, burglary, violence against the person and robbery offences are forecast to decrease, however there is an anticipated increase in both theft and drug offences. There is sufficient capacity and capability within VBCTs to cope with anticipated demand.

Step 1: Assessment of demand, including forecasts

Volume crime is currently investigated within Local Policing by the Victim Based Crime Teams (VBCTs). Each District has a VBCT overseen by the District Commander.

Total volume crime has an overall declining trend over the last five years, however there is a 3.2% increase in theft (specifically shoplifting), 23.3% increase in drug offences and 7.9% increase in possession of weapons during financial year 2024/25. Forecast data predicts a continued decline over the next three years in total crime recorded, but the trend of increases in possession of weapons, drugs and theft offences is predicted to continue.

Comparing financial year 2024/25 to 2023/24, the force has seen increases in charges for shoplifting (1.4% increase), criminal damage (0.3% increase) and possession of weapons (2.4% increase). All crime has seen a 1.0% increase in the charge rate, and 20.41% increase in solved outcomes.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
VBCT	423.0	-3.75%	9.94	-	-	-

Levels of service, experience and skill remains a challenge with large numbers of officers having less than five years' service. 70% of officers in VBCT have under five years' service. Only 7% have over ten years' experience. The removal of the Investigative Development Model (IDM) has also placed inexperienced investigators into volume crime investigation. The high caseloads within volume crime present a challenge with less experienced staff to manage them.

Investment in training and CPD for VBCTs will improve capacity, capability and service quality for victims, as well as investigation quality.

Teams have vacancy rates comparable with the rest of the force. Sickness levels within VBCT are decreasing compared to 2024. VBCT has sufficient equipment and non-workforce assets to perform their roles.

Governance structures manage performance. Daily meetings review threat, risk and harm, and weekly management meetings review current performance and staffing matters. A monthly performance meeting reviews performance data in more detail, setting objectives for the following month.

Step 3: How the workforce and other assets will meet anticipated demand

Kent continues to grow in population, with a local and national context of austerity and cost-of-living increases. Over the next four years projected demand is all crime is due to reduce. However, using professional judgement, the command anticipates increases in specific crime types. Capacity and capability will be able to deal with rises in those specific areas forecast. Prevention workstreams are in place, combined with problem-solving policing and government funding to confront and reduce such offending.

In 2024/25 DIT processed 14,418 investigations, with 3,569 (24.8%) being allocated for further investigation to the Victim Based Crime Teams (VBCT). From those allocated there is a positive outcome rate of 35.1%. Further work is ongoing to reduce the amount allocated to VBCT further, thereby reducing workloads.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

There is sufficient capacity and capability within VBCTs to cope with anticipated demand. Maintaining VBCT resilience, demand reduction and improving skills should ensure future demand can be managed. It is a scalable model that can be expanded to meet demand spikes.

Section 5 – Investigations: Criminal Investigation Department

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Criminal Investigation Department (CID) was enlarged in October 2024 following the Divisional Policing Review (DPR), to improve investigation quality and consistency of response whilst increasing the skills and experience of investigators. The model includes a proactive CID team, which tackles serious acquisitive crime and offending linked to gangs and county lines. Overall victim-based crime, including domestic abuse, is on a downward trajectory. Serious acquisitive crimes such as burglary residential dwelling and robbery are also declining, however drug trafficking and sexual offences are increasing.

Step 1: Assessment of demand, including forecasts

Demand has been stable since the new model was introduced. Together with proactive teams, CID investigates nearly a quarter of the county's allocated crime, including standard and medium risk intimate domestic abuse (DA) offences, acquisitive crime, non-penetrative sexual offences and non-DA violence.

For financial year 2024/25, recorded DA offences have fallen by 6.7%, whilst suspect interviewed and solved rates have slightly increased. Residential burglary offences continue to fall (-15.8%), as well as robbery (-12.2%) – this is expected to continue. Violence against the person is also falling (-5%), and whilst crimes involving the most serious violence are down for the county overall (-1.4%), violence linked to the production and trafficking of drugs remains a focus.

Drug trafficking offences have increased significantly (+31.6%) on the previous year, bringing additional demand with lab submissions and digital downloads. This can lengthen investigations and prolong the use of bail and release under investigation (RUI). This is forecast to continue over the next four years and Kent will need to adapt as products (including synthetic opioids) and offending methods diversify. Sexual offences including sexual assault, exposure, voyeurism and sending or sharing images without consent have collectively increased by 42% on the previous year, however the solved rate has also increased to 16%. This type of offending is expected to increase due to greater vigilance in society, and the enabling factors of technology and artificial intelligence.

Criminals continue to exploit encrypted communication technology and adopt new methods of offending. The refreshment of the National Intelligence Model (NIM) in Kent is working well. The force uses harm tools and repeat offending data to understand who the priority nominals are. However, some cross-border criminality, such as organised vehicle theft by offenders from out of county, need to be better understood, and work is ongoing in that regard.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
CID	332.0	+4.21%	4.25*	Section 40	0.00%	Section 40
Proactive CID	162.5	-13.59%	6.91*	28.87	-7.59%	8.04*

CID establishment strength is good, and the new model has increased resilience. Maintaining stability remains a challenge due to regular movement of investigators (usually the most experienced) out of CID to other departments. It is anticipated this will settle, however currently CID's main supply of investigators comes from 'Investigate First' (a programme where aspiring detectives are fast-tracked on recruitment into an investigative role). This provides a pipeline of talented individuals with a desire to investigate crime however these officers require tutoring and support meaning average investigative experience across CID is low. There is some attrition from this pathway, with officers citing reasons such as workload or reality differing from expectation, consistent with the experience of other forces across the country. At this stage the rate of attrition is manageable.

Kent has prioritised posting accredited detectives into areas carrying the highest threat, risk and harm and needing a greater level of specialist skill – for example rape, high risk DA and child abuse. However, development and accreditation of detectives across CID remains a focus for the force.

The force has a detective resilience plan and established governance arrangements to monitor detective development and performance across the force, and the number of detectives needed to reach required establishment is less than 10. CID also has sufficient equipment and non-workforce assets to perform their roles.

Attendance is stable across CID and in some areas has improved since the introduction of the new model. Along with respiratory illness, absence for psychological reasons remains the most frequent cause of absence but this is not always linked to the workplace.

Teams have sufficient equipment and non-workforce assets to perform their roles.

Step 3: How the workforce and other assets will meet anticipated demand

The DPR has introduced larger teams with a broader remit focused on Control Strategy crime, with a dedicated proactive capability. A post implementation review (PIR) will be carried out to ensure affected departments are functioning effectively to meet demand and provide a high level of service to the public.

The following measures will help CID meet future demand:

- The force has started a programme to empower leaders and reduce bureaucracy. By stripping out unnecessary demand, capacity will increase.
- Working closely with the Crown Prosecution Service (CPS) to improve case file progression and DG6 and remove unnecessary bureaucracy.
- Continue to promote and use 'Investigative Habits', the core investigation principles for the force that garner the investigative mindset and promote effective and focused investigative decision-making.
- Continue to take an intelligence-led approach, targeting priority nominals, enforcing bail conditions and using problem-solving methods with couples who have frequent issues with DA.
- Continue to invest in the homicide prevention process, de-briefing and organisational learning, particularly with a focus on preventing crime.
- Promoting existing and new technologies to tackle demand, such as auto-redaction tools, Power BI, Office 365 and software to analyse phone data and crime patterns. The force is also considering artificial intelligence (AI) and robotic process automation (RPA) to increase capacity.
- Continued investment and promotion of the investigative pathway. Recognition and reward of the role and skills, and good-quality Continuous Professional Development (CPD) will support detective development and assist recruitment and retention in CID.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The increase in drug-trafficking over the past year is significant and as it is expected to continue (along with possession of weapons), this will continue to build pressure in the system regarding the need to process exhibits, attend drug-related deaths and investigate drug-related violence. This will need to be monitored as an area of demand that may not be adequately met.

It is anticipated the new CID structure will meet current demand and the majority of future demand. This relies on the expected stabilisation of the resourcing picture and an increase in detective experience and resilience.

In the unlikely event of a large demand spike, CID retains the ability to call on officers from Victim Based Crime Teams (VBCTs) as a resource to assist with a short-term increase in demand within Divisions. Strong relationships are also maintained with central departments – another source of support at times of peak demand.

Section 5 – Investigations: Criminal Justice Unit

MoRiLE Assessment		
Risk Score	Current	Future
3	AMBER	AMBER

Criminal Justice Unit (CJU) demand continues to rise. A significant backlog in cases awaiting trial remains. Kent Police continues to improve the quality of case files, working diligently with partners to offer out of court disposals and improve inefficiencies.

Step 1: Assessment of demand, including forecasts

CJU demand continued to rise in 2024 compared to 2023 with an 8.6% increase in cases submitted to court, 10,844 total. Police Charge Decision (PCD) files submitted to the Crown Prosecution Service (CPS) have averaged 537 per month.

Divisional Case Review Teams (DCRT) perform a quality assurance function to ensure files meet the casefile quality standard under Director's Guidance on Charging 6th Edition (DG6). The DCRT has contributed to Kent's Director's Charging Assessment (DGA) performance in the last six months of 2024 being between 78% and 83%, ranking Kent in the top three forces nationally.

In July 2024 Athena, Kent's Case Management System, was upgraded. This caused critical issues with casefile submission and a significant increase in demand on the CJU. As a result, Kent has seen a decrease in performance for cases rejected at first triage by the DCRT. This is expected to continue into 2025 as the proportion of Athena v5 cases are finalised.

Auto redaction software is continuing to be successful with 4.5 minutes saved per page compared to manual redaction. Automated transcript software is also currently being tested.

Kent has implemented the two-tier framework for Out of Court Resolutions (OoCR) in preparation for new legislation expected to go live in 2025, and in October 2024 introduced Conditional Cautions for Domestic Abuse standard risk offences. Community Resolutions has seen a 90% increase in the financial year 2024/25 with 4,666 issued. The digital solution, Make Time Count (MTC) is used to manage OoCRs, bringing efficiencies in delivery and monitoring.

The Wanted Persons Bureau (WPB) has seen changes to the risk assessment of offenders wanted on warrant and recall to prison, resulting in an increase in the volume high risk offenders (from nine to 30 a month).

The increase in prisoners released early from HM Prison and Probation Service (HMPPS) has seen increases in re-offending rates, breaches of licence conditions and recall notifications. This has impacted demand on CJU and the WPB with 48 recalls recorded, compared to 27 in the preceding three months.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
CJU	31.0	+4.38%	8.10	260.09	-9.39%	9.74

Despite vacancies across CJU, the vacancy rate for police staff remains above the savings programme requirement. CJU has sufficient equipment and non-workforce assets to perform its role.

Step 3: How the workforce and other assets will meet anticipated demand

CJU is exploring ways to expand the number of departments and officers that can independently submit casefiles to CPS without quality assurance by central teams. They will be upskilled to ensure casefile quality meets national standards. This may reduce demand within CJU and allow support where it is needed most.

CJ Operations has begun to use technology to complete needs assessments remotely for offenders in custody. This will be expanded to include Voluntary Attendance Interviews (VAI). This in turn will free up clinic space and demand on the CJ Operations team.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

It is anticipated demand will be met; however work will continue to identify opportunities to reduce demand on frontline investigators and the DCRT. Criminal Justice remains committed to high standards and ensuring compliance with Director's Guidance on Charging 6th Edition.

Section 5 – Investigations: Victim and Witness Care Unit

High volumes and caseloads across Kent Courts continue to present protracted waiting times for victims and witnesses. The force has funded additional posts to manage this demand and ensure victims and witness continue to receive support for as long as necessary however this is not sustainable for the longer term. Technological and RPA solutions are being sought.

MoRiLE Assessment		
Risk Score	Current	Future
6	RED	RED

Step 1: Assessment of demand, including forecasts

The working caseloads across all Kent Courts remains an area of concern. The high volumes continue to present protracted waiting times for victims and witnesses, with some Crown Court trials being listed well into 2027. The case receipts outstanding with CPS has risen by 13% (6,615 to 7,470). The Victim and Witness Care Unit (VWCU) was managing 4,676 cases in January 2025, compared to 4,359 in January 2024.

Whilst CJS challenges are an area of continued focus for all partners, there are little immediate signs of the situation changing. The impact of multiple listings, movement in trial dates and late notifications of changes to Court hearings contributes to uncertainty and lengthy waiting times for victims and witnesses to receive justice and recover from harm. This also has a negative impact on frontline policing, removing officers from operational duty for repeated trials.

The force continues to scrutinise delivery of the Victims Code of Practice, with increased manual data sampling to track and ensure compliance. This is in preparation for the expected reporting on the Ministry of Justice metrics and has brought increased demand due to limitations with the current record management system's ability to automatically retrieve management information.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
VWCU	-	-	-	41.13	+8.71%	13.73

The force has continued to invest in a staff uplift to mitigate the increases in caseload, with funding agreed for the 2025/26 financial year.

The team has been reviewed to maximise efficiencies. Exploring technological solutions remains an area of focus, with trialling of the CPS Witness Management System and scoping of Contact Management Systems yet to offer viable options. Discovery work on Robotic Process Automation (RPA) is in progress and may present opportunities to relieve some of the administrative burden on the team.

VWCU has strong collaborative relationships with all CJS partners and contributes to weekly case progression meetings. These forums provide a platform to discuss case readiness, resolve outstanding queries and represent the victim voice. Whilst the demand on the Courts consistently impacts waiting times, the high standards of support and care provided by the VWCU is vital to keep victims and witnesses engaged with proceedings. The loss of cases due to victim or witness attrition continues to track below the national average, which is testament to the critical services provided by the team.

Step 3: How the workforce and other assets will meet anticipated demand

The force has extended the funding for additional posts to manage the sustained increase in demand described previously. VWCU working processes have been reviewed to optimise efficiency, along with ongoing scoping of technological solutions to increase capacity such as RPA. Automatic data retrieval has been exploited; however, gaps remain, and compliance checks can only be achieved through dip sampling.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

It is anticipated demand will be met through technological and RPA solutions. Further to this the VWCU is developing online engagement opportunities, providing more flexibility in victim and witness contact. VWCU remains committed to high standards of care and ensuring compliance to the Victims' Code of Practice.

Section 5 – Investigations: Traffic Process Unit

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Demand within TPU is stable however recruitment challenges and high vacancy rates have meant prioritisation of workstreams against threat, risk and harm has been necessary. Despite the increased efficiencies expected from technical upgrades the volume of offences is likely to increase which may be a challenge for TPU in the longer term.

Step 1: Assessment of demand, including forecasts

The Traffic Process Unit (TPU) processed 5.7% fewer camera offences in 2024 largely due to several unplanned technical issues resulting in key cameras being non-operational for a protracted period. This decrease in volume resulted in declines across all outcome types.

Following a spike in Traffic Offence Reports submitted by police officers in 2023, 2024 saw a return to previous levels. Road Traffic Collision reports saw a 7.6% decrease on 2023 figures resulting in an 11.4% decline in the volumes of offences sent for a police led prosecution.

There is an appetite to explore AI traffic cameras, which can generate clear images evidencing a range of offences, including driving without a seat belt and driving whilst using a mobile phone. It is anticipated 2025 will see the TPU trialling this technology, which is forecasted to significantly increase volumes of camera offences to above 80,000.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
TPU	-	-	-	88.06	-18.51%	4.43

TPU has experienced recruitment challenges and high vacancy rates. Therefore, despite decreased volumes across all workstreams, prioritising work for threat, risk and harm has continued to be necessary. The Traffic Summons Team (TST) has struggled to keep up with demand, resulting in significant backlogs of offences awaiting processing at times.

TPU has relocated, with a bespoke server room, which has helped stabilise back-office systems and been a positive move for the staff. Whilst the TPU has sufficient equipment and non-workforce assets to perform its role, aging equipment will need replacing to ensure business continuity.

Advances in technology mean upgrades to back-office enforcement systems will be required in 2025, to facilitate continued links with national systems such as PNC (Police National Computer) and its transition to LEDS (Law Enforcement Data Service). These upgrades will allow TPU to use new methods, which will bring further efficiencies in enforcement processes.

Step 3: How the workforce and other assets will meet anticipated demand

Over the last year technological advances have been embraced to promote efficiencies in processing camera offences. This has included the introduction of online nominations in and admissions in December 2024 which speeds up processes and reduces postage and printing.

TPU is seeking to introduce a new role to support the Court Team, primarily focusing on managing increased volumes of statutory declarations. This will free up staff who currently manage this workstream and reduce predicted delays likely to be incurred as camera offence volumes begin to increase.

Work has continued to introduce further automation for processing allegations of bad driving received from members of the public. This is due to be launched in 2025 and is expected to bring significant efficiencies, reducing the manual administration currently required for these offences.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

With the planned technical upgrades taking place in 2025, it is anticipated the TPU will increase efficiency in processing offences in several areas. However, it is also anticipated that demand (volumes of offences) will also increase, particularly with camera offences. Despite the implementation of tiered allocation models, the sustained high vacancy factor that the TST must sustain along with sometimes protracted recruitment processes continues to cause concern over the ability of the team to keep up with demand.

Section 5 – Investigations: Custody

MoRiLE Assessment		
Risk Score	Current	Future
8	RED	AMBER

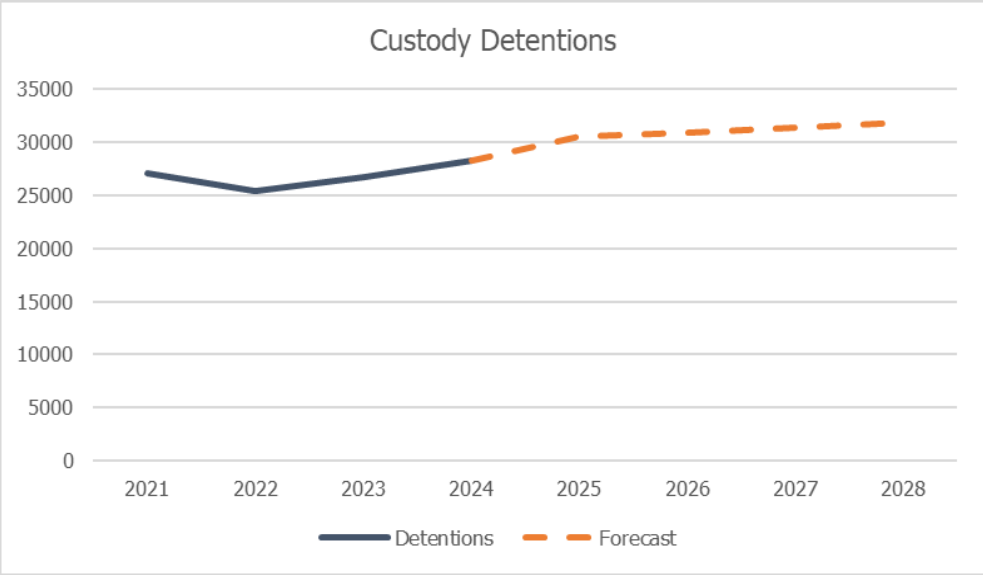
Increases in detention, remands, offenders answering bail and enhanced risk management have resulted in a significant rise in demand. While the focus on the care, detention, and statutory responsibilities of those in custody remains strong, there are concerns about workforce resilience under the current custody model. Prison overcrowding and subsequent national operations places significant demand on custody staff. The force anticipates this will continue due to the capacity crisis.

Step 1: Assessment of demand, including forecasts

Kent Custody operates seven custody suites with 157 cells, plus five more at Bluewater Shopping Centre. In 2024, detentions increased by 5.92% compared to 2023. Refused detentions averaged 2.2% in 2024, down from 3.1% in 2023. The number of detentions is expected to increase over the next 12 months by 7.9%.

Children in custody undergo rigorous reviews to ensure proper care and support. Opportunities are explored to reduce their time in police detention, ensuring access to an appropriate adult, legal advice, and use of Local Authority accommodation where appropriate.

Voluntary Attendance Interviews (VAI) decreased by 14% in 2024, leading to more detentions and fewer refused detentions as investigators leverage detention to impose bail.



Data from the Ministry of Justice (MoJ) predicts the prison population will increase by 5.6% per year. This will significantly impact custody in terms of managing detainees on behalf of HM Courts and Tribunal Service (HMCTS) and HM Prison and Probation Services (HMPPS). Kent Custody provided cell space for HMPPS twice in 2024 (Operation Safeguard and Operation Early Dawn), impacting resources and placing additional demand on resources.

Virtual Remand Hearings (VRH) continue to be frequently requested to manage court movements and remand hearings. VRH use increased in 2024 and is expected to continue in 2025 due to increased detention and remand volumes, and challenges posed by Operation Early Dawn – all of which abstract custody staff from other duties. In January 2025 there were 30 VRH cases compared to the previous average of 20 in 2024. The force anticipates this will continue to grow with another national prison capacity crisis.

Remands increased by 18% in 2024, resulting in more detainees being kept overnight, requiring care and risk management before court transfer. The average first detention period increased from 15.69 hours in 2023 to 16.41 hours in 2024. This places further demands on custody staff.

Forensic Healthcare Practitioners (FHPs) conducted an average of 854 assessments per month in 2024 (an average of 37% of all detainees required at least one assessment). FHPs also performed an average of 83 Road Traffic Act blood procedures, and 14 forensic sampling procedures monthly. Kent is currently scoping how FHPs can be used to body map enquiries for domestic abuse victims, which may impact future demand. It is anticipated demand for FHPs will continue to increase, with operations like Operation Early Dawn impacting on healthcare demands and detainees spending longer in custody suites requiring monitoring and medication.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Custody	55.00	+14.93%	13.92	111.00	-0.48%	15.11

In May 2024, a temporary uplift of eight non-established Sergeants was agreed to provide a mid-shift Custody Officer role at four custody suites. The Force Resource Unit (FRU) was directed to ensure all other suites were staffed with a minimum of two Custody Officers across all shifts. One mid-shift post remains unfilled, and the minimum requirement is not consistently achieved.

Despite the increase in staff, frequent abstractions necessitate using trained Sergeants from Local Policing, Community Safety Units, and Victim Based Crime Teams to backfill.

DDOs support Custody Sergeants by booking in detainees, conducting biometrics, arranging appropriate adults, and fulfilling detainee entitlements. To build resilience during peak periods Kent Custody trained over 178 Police Constables to perform the gaoler role. These officers are routinely abstracted from frontline policing teams to cover DDO duties.

Custody procedures are reviewed through the Multi Agency Scrutiny Panel, Independent Custody Visitors, Police Powers Oversight Board and Children's Concordat, in line with national guidance. Custody continues to hold daily and weekly partnership meetings to ensure prompt, safe and effective transport of detainees to court.

Retention and continual upskilling of FHPs is critical for safe custodial care. The team currently operates with one vacancy and frequently relies on overtime to cover gaps. FHP staff Continuous Professional Development (CPD) continues through bespoke training courses identified as essential through clinical governance processes.

Custody staff receive support from senior leaders, post-incident process (PIP), and trauma incident management (TRiM) practices **(see Section 2: Wellbeing)**, with TRiM trained staff within the teams.

Step 3: How the workforce and other assets will meet anticipated demand

The Force Change Team has reviewed the current custody model and estate to maximise efficiencies and resilience. A proposal has been made to close one custody suite and reinvest the staff across the remaining suites in the County. Consultation is underway.

The Custody Command will continue to work with the FRU to schedule custody training for Sergeants from other teams to boost resilience. Custody-trained staff from other departments will complete a minimum number of CPD shifts annually to maintain their skills. Gaoler training for Police Constables is well-established, with additional training available at short notice to meet future unforeseen demand.

The Children in Custody Concordat will continue working with key partners to reduce the time children spend in custody and ensure those denied bail are promptly transferred to Local Authority accommodation, reducing demand within custody suites.

Kent Custody will continue to explore the use of innovative digital solutions or automation to create efficiencies in various aspects of the command, including the notification and recording process within custody.

FHPs will prioritise their work based on clinical criticality to provide the best detainee care possible. The Forensic Medical Service (FMS) management team will oversee the delivery of bespoke training to all FHPs, ensuring clinical skills are maintained and enhanced through specialist suppliers.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The ability of Kent Custody to meet future demand will depend significantly on the Force Change Team's review and the implementation of an effective custody model.

Kent Custody has developed effective partnership processes and governance to respond to likely future impact of prison overcrowding on policing and the wider Criminal Justice System. However, the places significant demand on custody staff.

In relation to FHPs, if no changes to the current resourcing arrangements are made over the coming year, the team will continue to rely on detainees being sent to hospital to manage any clinical needs they are unable to undertake. Whilst this has implications for Divisional teams in resourcing officers to attend hospital, it does ensure the detainee's welfare is prioritised.

Section 5 – Investigations: Intelligence

MoRiLE Assessment		
Risk Score	Current	Future
6	RED	AMBER

Kent is well structured to comply with the National Intelligence Model (NIM). As a result of growing police officer numbers, access to submit intelligence remotely, and increased demand for probation checks, the Intelligence Bureau (IB) is experiencing a significant increase in demand resulting in a backlog of intelligence submissions. There has been a review to identify process efficiencies to assist in managing this.

Step 1: Assessment of demand, including forecasts

Serious Crime Directorate (SCD) Level 2 Intelligence provides support to proactive operations linked to organised criminality and serious crime, such as homicides. Demand is high, both for proactive Intelligence Investigations and reactive investigations. However, it is forecasted team capacity can meet it.

Level 1 Intelligence is owned by individual Divisions and provides intelligence support to Local Policing around priority nominals, crime series and locally owned Organised Crime Groups (OCGs) and tactical vulnerabilities.

The SCD IB processes all submitted intelligence in accordance with the NIM intelligence processing cycle and responds to requests for information from partners like Probation. In 2023/24 there were 77,185 intelligence reports submitted. In 2024/25 there was a significant increase to 104,042 following the reinvigoration of the NIM in Kent. Submissions are expected to further increase, due to the review and greater understanding that has come from this around Control Strategy Intelligence Gaps and Strategic Intelligence Requirements.

Not only does the force anticipate an increase in intelligence submissions, but capacity to manage partner requests for information is an increasing challenge. Probation checks have increased from 11,640 in 2023/24 to 12,846 in 2024/25. Further increases are expected in the coming years. This impacts the number of people available to review the intelligence submissions.

The combined backlog of intelligence submissions and Probation requests had been increasing slightly week on week, but the adoption of a new process has seen this reduce to manageable levels. The intelligence submission demand is significantly higher in Kent when compared to other regional forces.

Serious Organised Crime (SOC) remains a threat both nationally and to the communities of Kent. Transient offending leads to serious and violent crime within the county. The Prevent and Protect Team (P&P) works within the intelligence command to provide a dedicated, multi-faceted approach to tackling organised crime. In 2023 there were 516 partnership and educational engagements. This rose to 613 in 2024. The P&P Team also engaged with 2,256 victims providing safeguarding and prevention advice, submitted 527 disruption reports, and distributed 329 Alerts/Messages.

There is increasing threat to Kent from Organised Immigration Crime (OIC), linked to the county's vulnerable coastal borders (see **Section 8 - Managing Serious and Organised Crime: Modern Slavery and Human Trafficking, Organised Immigration Crime**). Investment in OIC teams and the Multi Agency Hub are vital for the force to gather intelligence to inform the approach for preventing and tackling OIC.

Step 2: Assessment of the workforce and other assets

The intelligence function is divided between Level 1, owned by Local Policing within each Division, and the IB and Force Intelligence Bureau (FIB) Level 2 within the SCD.

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Divisional Intel	31.00	-0.81%	13.66	17.87	-5.61%	9.59
IB & FIB	21.00	+3.81%	3.19	62.22	-15.33%	7.65

Kent is well structured to comply with the NIM, with all intelligence functions working together – focused by the Control Strategy. Kent Police is conducting a review specific to the Level 1 Intelligence function to ensure this area of business is being conducted effectively and efficiently.

Level 2 Intelligence uses trained and qualified staff to explore innovative opportunities in the online space through the Internet Intelligence and Investigation Team (III). **Section 31 Law Enforcement FOIA.**

A review of the IB has been completed following demand increase in intelligence submissions and Probation requests. This has included a review of existing process and comparison with other regional IBs and adopting a new risk-based

approach to processing low graded intelligence. Preparation and training for a pilot to allow controlled access to Kent Probation staff to complete their own checks is underway. They have now started to self-serve in the live environment on a small scale with a view to expanding further. This should create additional capacity in IB and improve collaborative working in the partnership space. Demand from HMP Prisons, of which there are eight in Kent, remains high in partnership with the South East Regional Organised Crime Unit (SEROCU).

The increased functionality of the Eastern Region Organised Crime Unit (ERSOU) with varying intelligence departments supports Level 1 and Level 2.

The team has appropriate equipment to conduct its role but increase in demand raises questions regarding available resourcing if demand trends continue to rise.

The Intelligence unit performance is monitored at local management team meetings, and at the SCD Senior Leadership Team meetings. The performance metrics scrutinised at SLT level are fluid, but there is a strong focus on the IB demand and backlogs and how it can be managed.

Step 3: How the workforce and other assets will meet anticipated demand

There is a second phase review of IB function regarding the current backlog and anticipated future demand underway. This is focusing on how demand can be managed better by using evolving technology and partnership working.

A fully collaborative model between the Kent Police and Essex Police IBs, ensuring workload is prioritised and managed appropriately has now been implemented. A full assessment of the impact of this change will be completed to ensure sufficient capacity and a sustainable staffing model can meet the increased demand in partnership with colleagues in the Probation Service.

The embedding of the Organised Crime Group Management Unit (OCGMU) has been critical in allowing focus on the whole systems approach through its SOC Board process, looking to maximise Prevent, Prepare and Protect work on organised crime through the partnership.

Kent has embraced SOC System tasking, which provides a standardised model used by all forces, Regional Organised Crime Units (ROCUs) and the National Crime Agency (NCA). It is ensuring scores are consistent, enabling appropriate taskings to be set locally with national alignment. Agency Partners Management Information System (APMIS) is used by the force, ROCU and NCA to share data.

The work carried out by Kent in respect of the NIM has been recognised positively in the recent NIM landscape review commissioned by the National Police Chiefs' Council (NPCC). Kent, as a lead force, continues to engage with key stakeholders and our own officers and staff on this important work. As a consequence of this we have seen a significant increase in intelligence submissions across the force. This was above what was anticipated and whilst this is excellent for delivering the Force Plan and improving Control Strategy Performance it remains a significant challenge to process the intelligence in accordance with MOPI guidelines.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

A fully collaborative Intelligence Bureau between Kent Police and Essex Police will allow for resources to be flexed across both forces during heightened demand, whilst also providing more resilience in this area of business. The assessment of the recent review will allow for a sustainable staffing model to meet future demand and enhance the collaborative approach.

In November 2023 SCD redesigned their tasking process to align with the national SOC threat areas. There is now a focus on all organised crime that fits in the SOC areas, ensuring SCD owns the highest threat, harm and risk, and supports Local Policing with OCGs. As a result of work already undertaken with SCD tasking and MoRiLE (Management of Risk in Law Enforcement), the force was ahead and already focused on the areas of increase, such as Cyber and OIC.

Kent Police and Essex Police are the leading forces in the use of Police National Database (PND) Facial Recognition by processing caught on camera images, which is proving invaluable. The Home Office has released new retrospective facial recognition software with advanced algorithms. The software searches against not only PND custody images but also HM Revenue & Customs (HMRC) passport images. With this enhancement and growth in CCTV and other like systems this will lead to more demand. Both forces have collaboratively responded to this forecasted increase by agree 1.0 FTE as growth in the existing team.

The development of the ERSOU gateway referral process, and enhanced internal governance around referrals, has also uplifted the force's ability to provide capacity and capability, where needed, when tacking serious SOC threats from OCGs and provide reassurance around the support provided by ERSOU.

Section 5 – Investigations: Outcomes and Recording Standards

Kent Police has highly skilled and experienced teams, combined with a high level of governance to ensure the force is in a strong position with crime recording compliance and crime outcome appropriateness.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Step 1: Assessment of demand, including forecasts

The Data Audit Team (DAT) audits crime reports to ensure compliance with Home Office Crime Recording (HOCR), as well as reviewing data quality within crime recording. DAT is directed by an audit calendar authorised by the Chief Officer Team. The calendar can flex to allow for additional audits. In 2024/25 the DAT conducted 35 audits, an additional 24 to that published in the calendar. The forecast for 2025/26 is for a similar number of audits and remains consistent for the next four years.

The Dedicated Decision Maker (DDM) team's principal responsibilities relate to crime reclassification, cancellation, and transfer. The team is responsible for finalisation of solved outcomes, Outcome 21, and Outcome 22.

The force operates a hybrid system regarding outcome finalisation on crime reports. Solved outcomes, with the addition of Outcome 21 and 22, must be finalised by DDMs. N100s are also finalised by DDMs, along with the requirement to reclassify and cancel submitted crime reports. Over the past year the DDM Team has seen a resource reduction of 60%. To counteract this, the team has returned to its core responsibilities as determined by HOCR, whilst retaining final sign off on solved outcomes. In 2024/25 the team conducted over 90,000 Athena taskings, reviewed and filed approximately 1,600 N100s, and cancelled over 5,500 crime reports. It is anticipated in the year 2025/26 the team will see an increase in demand for the finalisation of solved outcomes, particularly out of court disposal outcomes. It is anticipated the level of N100s, and cancelled crimes will remain stable. If the force remains on the same trajectory of increased performance over the next four or five years, there will be an increase in the administration of positive outcomes for the DDM Team, however, this will be balanced by the removal of some of its previous functions.

Demand for both DAT and DDMs is governed by recorded crime levels, non-crime incidents (NCIs), and 'N' style recorded events. Whilst Kent has experienced a small decrease in the volume of recorded crime in the last year, the number of NCIs and N100/200/300s recorded has seen an increase. Therefore, the level of recording remains generally stable across the disciplines.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
DAT & DDM	-	-	-	13.00	-5.56%	1.58

The workforce is adequate for the roles and responsibilities they perform. Any further reduction would see a challenge regarding resilience during periods of sickness or annual leave.

All staff are suitably trained for their roles and are required to complete all mandatory training as per the force instructions aligning with the HOCR policy that the Force Crime & Incident Registrar must authorise each DDM to perform their role.

Step 3: How the workforce and other assets will meet anticipated demand

Whilst the level of recorded crime is anticipated to slightly decrease, this will be counteracted by the increased performance of the force. Solved rates for positive outcomes are anticipated to rise, in some part due to out of court disposals. Regarding crime recording compliance and outcome administration, it is believed demand will remain stable in the near future. DAT and the DDM Team have strong structures and frameworks in place to manage this demand.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

It is expected that, in view of the robust processes and high-level governance that exists in relation to crime recording compliance and crime outcome appropriateness, the full extent of future demand will be met by the force.

Section 6 – PVP: Honour Based Abuse, Forced Marriage and Female Genital Mutilation

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

There has been a decrease in reported offences during 2024, however Kent Police is aware that harmful traditional practices remain underreported. The force continues to work with partners, the community, victims, and other forces to increase confidence in reporting. All demand is expected to be met with capacity available in the relevant teams.

Step 1: Assessment of demand, including forecasts

Census data shows Kent has minority communities, such as South Asian, Nepalese and traveller communities where honour-based abuse (HBA), female genital mutilation (FGM) and forced marriage (FM) are more likely to be a factor. Kent Police continues to work with these communities to increase confidence in reporting. The force attends community meetings to raise awareness of available help, working with the Independent Advisory Group (IAG). Kent Police continues to run an internal monthly HBA focus group, reviewing every HBA crime reported to the force. This ensures robust investigation and effective safeguarding of vulnerable victims.

Reported crimes remain low, with large fluctuations between each month, making it difficult to predict demand. There has been a decrease in 2023 of 18.91%.

The Rape and Domestic Abuse Investigation Team (RDAIT) investigates all HBA, FGM and FM offences. The force has introduced Protective Orders Investigators who identify cases where protective orders will increase victim safety. They have had training on those relevant to HBA, such as FM Orders and FGM Orders. As a result, the force predicts an increase in such orders being considered and applied for.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
RDAIT	223.00	-8.53%	7.62*	12.00	-21.97%	7.98*

There are no current or anticipated matters pertaining to sickness levels that presents a risk Kent's ability to meet the demand for these crime types.

There are challenges with resourcing while the force works to bring the Divisional Policing Review (DPR) structure up to its full establishment. Whilst this is improving, work continues to ensure complex investigations are managed by a suitably skilled officer. Teams have sufficient equipment to perform their roles.

HBA, FM and FGM all feature in the DA module of the Vulnerability Investigation Development Programme (VIDP) and on the Specialist DA Investigators Course. Completion of the VIDP is 73%. The Specialist DA course is a five-day in person course delivered by Learning and Development to officers and staff working within investigative teams and specialising in DA.

Work is underway with the Force Control Room and Front Counter to ensure HBA training is robust, and that all staff who could encounter a potential victim are able to identify the crime.

Step 3: How the workforce and other assets will meet anticipated demand

Over the next four years projected demand is anticipated to be low. Resourcing is appropriate to manage any increase in demand, which would likely be small. Work continues to improve community trust and confidence in reporting these crime types.

Whilst the force does not anticipate an asset shortfall, demand will be monitored through existing governance arrangements.

The force uses the information obtained from the needs analysis to engage communities who may not easily access services to raise awareness and ensure the right support is provided.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Kent Police expects to be able to meet future demand with capacity to respond to increases in this area.

Section 6 – PVP: Hate Crime

Hate crime has decreased. Partnership working continues to strengthen confidence in the community, providing opportunities to identify and prevent extremist activity.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Step 1: Assessment of demand, including forecasts

Kent Police has a daily partnership approach for raising awareness, prevention, deterrence, protection, and signposting support. The Kent Police Hate Crime lead chairs the regional multi-agency Hate Crime Forum, which seeks to understand changes in legislation, political and social events that impact demand.

Work continues to integrate the Race Action Plan into all aspects of policing and groups have been set up to engage communities and improve practices based on feedback. A data sharing agreement with national charities such as Community Security Trust/Tell MAMA (Measuring Anti Muslim Attacks) remain in place and reports are forwarded to the force via True Vision.

The total volume of hate crime both notifiable crime and non-crime incidents has continued to reduce (5,791 in 2023 to 4,611 in 2024). Nationally, hate crime is predicted to increase due to continued work raising awareness through campaigns, engagement and in response to trigger factors often led by global events. The change remains difficult to project accurately.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Prevention	67.0	+2.22%	4.12	20.84	+18.47%	4.58
CLOs	-	-	-	12.00	0.00%	7.50

The strategic oversight of hate crime sits within the Strategic Prevention Command.

The crime allocation model ensures non crime incidents are allocated to Local Policing Teams (LPTs). All hate crime investigations go to the Victim Based Crime Team (VBCT) for investigation. High risk will be investigated by Criminal Investigation Department (CID).

Teams responsible for hate crime
have sufficient equipment and non-workforce assets to perform their roles.

Step 3: How the workforce and other assets will meet anticipated demand

Policy, standard operating procedures (SOP), governance, hate crime dashboard, data hub, CPS data and dedicated internal SharePoint pages ensure colleagues are aware of what is expected and are provided with the data and tools to carry out investigations and signpost support.

Teams are aware of the Enhanced Victim Service (Victim and Witness Service strategy 2020) as part of the prioritisation process.

Demand is managed on a divisional level with a structure in place to ensure service delivery.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The demand around hate crime is not anticipated to increase in line with the volumes over the last few years, contained in Step 1. Hate crime is directly affected by national and international events, which are unknown at the time of writing, notwithstanding the ongoing tensions in the Middle East and a rise in right-wing nationalism.

Section 6 - PVP: Stalking, Cyber Stalking and Harassment

MoRILE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Kent Police has seen an increase in recorded stalking offences since the introduction of Domestic Abuse Risk Assessments (DARA) in late 2019. Although the force has seen a slight decrease over the last 12 months, due to changes in crime recording practices, Kent continues to see large numbers. The force actively uses protective orders such as Stalking Prevention Orders (SPOs) to protect victims.

Step 1: Assessment of demand, including forecasts

Cases of stalking have remained steady since the large increases in 2020/21 brought about by DARA.

Kent saw a 7.3% decrease in 2023 compared to 2022. This can be attributed to changes to crime recording as Kent no longer records a crime of stalking based solely on responses given in DARA. 80% of the county's stalking crimes are DA-related, and DA recording has shown a decreasing trend; a reduction in stalking recording is therefore expected.

Harassment has fallen since 2020/21 and shows a still decreasing trend in 2024. This follows national changes to crime recording, which saw a requirement to record stalking in the first instance as opposed to harassment in DA cases. Cyber stalking has increased nationally. However, Kent Police does not record cyber bullying separately from stalking, harassment, or malicious communication.

The Kent Stalking Intervention Programme (KSIP) focuses on whether preventative orders are appropriate to be used. Case referrals are subject to a screening process prior to the KSIP meeting. Screening is completed by the Stalking lead and provides an opportunity to ensure those investigations that do not meet the threshold for an SPO receive tactical advice covering both investigative and safeguarding elements with an expectation it will be re-referred when appropriate. Alongside this, those investigations already subject to criminal charges are discussed and SPOs agreed where appropriate.

Kent Police has successfully applied for 138 SPOs, one of the highest in the country. This creates a demand for the Rape and Domestic Abuse Investigation Team (RDAIT) and Criminal Investigation Department (CID) teams who make the applications into legal services following a referral into KSIP. Legal Services continue to manage demand to complete the application process to the court.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
RDAIT	223.00	-8.53%	7.62*	12.00	-21.97%	7.98*

Kent Police monitors sickness via a monthly attendance management process, enabling a proactive and supportive approach to bringing officers back into the workplace at the earliest opportunity. Teams have sufficient equipment and non-workforce assets to perform their roles.

DA and stalking cases are allocated between VBCT CID and RDAIT. Allocation is based upon risk. All RDAIT officers have completed training, which includes inputs on stalking, harassment, and cyber stalking.

Each Division has a single point of contact for stalking to oversee investigations, carry out reviews and support investigating officers. The SPOCs will receive bespoke training via the Suzy Lamplugh Trust in June 2025.

There are resourcing challenges within the RDAIT teams following the implementation of the Divisional Policing Review (DPR), which was anticipated and there are measures in place to ensure sufficient resource is in place. However, this places pressure on workload and impacts on expeditious outcomes for victims. The force resourcing panel ensures resources are appropriately allocated to effectively meet this demand.

Step 3: How the workforce and other assets will meet anticipated demand.

Over the next four years projected demand is expected to be relatively steady, with slight increases in stalking and harassment. As discussed in Step 1, 80% of Kent's stalking derives from DA, which continues to drop. Although demand

projection would suggest an 8% increase year on year in stalking and harassment combined, a fall in DA will keep this increase lower.

Stalking is a complex crime requiring a degree of expertise to investigate, and it is recognised the quality of some investigations needs improvement. The stalking scrutiny panel operates regularly with the Crown Prosecution Service (CPS), allowing examination and learning from stalking investigations to ensure continuous improvement. The quarterly Stalking Steering Group also ensures best practice and learning across the force.

A DCI provides strategic oversight and response regarding investigative standards and quality specifically to DA and Stalking cases, with particular focus on the Joint Justice Plan and the Suzy Lamplugh Super complaint.

The force is working to fill RDAIT vacancies and interim measures such as **Section 31 Law Enforcement FOIA** has seen officers deployed from elsewhere in the force into RDAIT teams to assist with workloads. Other contingency options are being explored.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Demand around stalking and harassment is not anticipated to increase, however complexity of investigations is anticipated to rise as offenders become more sophisticated in their use of easily available technology to stalk victims.

An increase in protective orders could be impactful. However, the demand to manage orders over longer periods could outstrip resources if trends continue. The Protective Orders Officers will assist with this; however, part of their role is to identify more offenders who should be subject to orders, and this will increase demand.

Section 6 - PVP: Domestic Abuse

MoRILE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

There has been a decrease in domestic abuse (DA) incidents in Kent throughout 2024. Kent Police's DA Hub continues to provide an alternative reporting pathway. The MATAC (Multi-agency Tasking and Co-ordination) meeting is embedding, working on curbing the behaviour of high harm DA perpetrators. Proactive DA teams tackle the most dangerous offenders, use protective orders (assisted by the introduction of Protective Orders Investigators) and safeguard victims.

Step 1: Assessment of demand, including forecasts

Kent Police saw decreasing demand from DA in 2024 compared to 2023. Notifiable crimes reduced by 10.26% and DA non-crime reported increased by 3%, resulting in a 4.9% overall decrease of DA incidents.

Kent is one of three forces that piloted Domestic Abuse Risk Assessments (DARA). The process has been evaluated and continues to be rolled out nationally. This could change the national crime recording profile.

Multi Agency Risk Assessment Conferences (MARAC) have seen a steady increase of cases since they were introduced in 2009. In 2024 Kent heard over 2,900 cases, an increase of 6% from 2022. To respond to the increase, Kent Police has worked with partners to develop a new model, introducing a jointly funded MARAC team – introduced in February 2025. The process is now fully operational, which has reduced demand on officers and staff. An initial assessment of the new structure is due to take place in July 2025.

Kent has seen an increase in DVDS applications received – 2,127 in 2024 in comparison to 1,200 applications in 2023 which has impacted on the ability to meet the 28-day Service Level Agreement (SLA) in all cases. Rapid Video Response (RVR) is used to make disclosures virtually if appropriate to ensure victims receive a prompt and effective response where there is no immediate risk of harm.

The DA scrutiny panel continues to run frequently. The panel ensures cases presented to the Crown Prosecution Service (CPS) meet the threshold, and where this isn't the case, it assesses what could have been done differently to enable learning. The panel has introduced additional areas for scrutiny in line with the Joint Justice Plan, including victim blaming language and those cases police categorise as No Further Action (NFA) to understand and address cases highlighted which ought to have been referred to CPS.

MATAC was introduced to the force in January 2023. The multi-agency meeting discusses high harm DA perpetrators, ensuring all tactical options to curb offending behaviour have been explored. The focus over the next 12 months will be on extending this work so other agencies are able to refer suitable offenders.

Kent Police has obtained further funding from the Home Office to provide Perpetrator Programmes for DA and stalking offenders. There is currently a full time Engagement officer in post. Financial year 2024/25 saw 148 Kent Police referrals, an increase from 78 referrals the previous year. It is anticipated this figure will continue to increase.

There has been a decline in the number of applications for Domestic Violence Protection Notices (DVPNs) and this reviewed through a range of force governance meetings. There is no evidence to suggest this is due to resourcing or demand and pertains to the opportunity to use bail as a safeguarding option.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
RDAIT	223.00	-8.53%	7.62*	12.00	-21.97%	7.98*

Kent Police monitors sickness via a monthly attendance management process, enabling a proactive and supportive approach to bringing officers back into the workplace at the earliest opportunity.

The Rape and Domestic Abuse Investigation Teams (RDAIT) provide a specialist investigative response to rape, high risk DA and stalking. Officers investigating these crime types are PIP 2 accredited or on the detective pathway. The Divisional Policing Review (DPR) specifically designed the model considering Operation Soteria national findings and Kent's assessment of the profile of DA and other crimes that require a specialist response.

Criminal Investigation Departments (CID) respond to all intimate medium and standard risk DA. Victim Based Crime Teams (VBCT) respond to all non-intimate standard and medium risk DA.

The DPR also introduced the Management of Sexual Offenders and Violent Offenders Tasking Team (MTT), responsible for tracking offenders and dealing with breaches of protective orders.

The Vulnerability Investigation Development Programme (VIDP) DA module (PIP level 1) continues to be in place for staff and officers joining RDAIT. Having completed the VIDP, RDAIT investigators, supervisors and managers are eligible to attend Kent Police's five-day specialist DA course. The course focuses on coercive or controlling behaviour and domestic homicide. It is supported by an Independent Domestic Violence Advisor (IDVA) to embed a partnership approach to tackling DA and safeguarding victims.

Kent Police secured Home Office funding for DA Matters training provided by Safe Lives and currently 800 officers have received the in-person training. 52 DA Champions have been trained and are within teams providing a consistent response to DA throughout the force.

Teams responsible for DA have sufficient equipment and non-workforce assets to perform their roles.

Step 3: How the workforce and other assets will meet anticipated demand

Over the next four years demand is expected to fall from 48,787 incidents in 2024 to 40,506 in 2028. This would follow the decreasing pattern seen over the last five years. Using professional judgement, the Command anticipates the decrease will not be this steep and numbers will plateau.

Kent has obtained Home Office funding for an additional administrative post to assist with the Perpetrator Programmes, and an Engagement Officer. The Engagement Officer will liaise with Kent Custody and other departments, ensuring potential subjects for the programme are being identified.

Since the DPR, governance of DA and stalking sits with the Crime Command, which works closely with the Public Protection Command. This joint approach ensures overlapping areas are appropriately addressed.

A Detective Chief Inspector provides strategic oversight and response in relation to investigative standards and quality in DA and stalking cases, with particular focus on the Joint Justice Plan and the Suzy Lamplugh super complaint.

The force is working hard to ensure RDAIT vacancies are filled and interim measures such as **Section 31 Law Enforcement FOIA** has seen officers deployed from elsewhere in the force into RDAIT to assist. Other contingency options are being explored.

The new MARAC model was introduced in February 2025, initially in a hybrid version. The full roll out has now taken place and the process is fully operational. This model has reduced demand on officers and staff.

The DA Hub has introduced a team to service the DVDS applications, this has improved the number of applications meeting the response SLA.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

DA demand has fallen in the last year and progress has been made on ensuring officers investigating DA offences have the correct skillset.

Investigations are likely to become lengthier and more complex, particularly in respect of stalking, so ensuring officers have the capability to carry out their roles effectively with the correct supervision in place will be essential.

The MARAC changes will likely reduce demand in RDAIT and CID significantly, with the creation of a dedicated hub. The reduced demand in this area will assist in managing any increase in DA crimes. The review of the MARAC implementation will take place in July 2025.

DVDS applications are likely to continue to increase based on the previous year and the publicising of the scheme through partners and social media.

Section 6 – PVP: Child and Adult Safeguarding

MoRiLE Assessment		
Risk Score	Current	Future
5	AMBER	AMBER

Kent Police has introduced dedicated Child and Adult Protection Teams following the Divisional Policing Review (DPR), centralised under the Head of Public Protection which has strengthened oversight and joint working arrangements. This has also enabled a better understanding of the risks and needs of children and adults at risk of serious harm. Child and adult protection referrals continue to increase due to improved information sharing.

Step 1: Assessment of demand, including forecasts

With the introduction of the Children's Wellbeing and Schools Bill this area of Policing will evolve further as the bill introduces the requirement for Multi-Agency Child Protection Teams. Kent Police is working with statutory partners on the development of the teams, which is seen as further evolution of a multi-agency approach to safeguarding children.

Crime recording of child protection offences and reports of safeguarding concerns has continued to rise in line with previous forecasts. The increase is expected to continue as Kent Police promotes a child centred approach with a strong focus on safeguarding.

During the last year, 24,199 AWARE (Appearance, Words, Activity, Relationships & Dynamics, Environment) risk assessments were submitted to the Central Referral Unit (CRU). In the financial year 2024/25, child protection referrals saw a 7.1% increase (up to 15,466) and in adult protection referrals there was an increase of 13% (up to 3,237). Forecasts expect this increase to continue throughout 2025 due to continued training, improved quality of information sharing, and pending changes in joint safeguarding arrangements.

Where a domestic abuse safeguarding concern is identified for a child of school age, Kent Police notifies the school Designated Safeguarding Lead (Operation Encompass). In the last year this has resulted in 6,401 notifications. In addition, notifications are also sent when children are impacted outside of a domestic abuse incident to ensure they are offered additional support (Operation Encompass Plus). This resulted in 731 notifications.

The total number of CRU and Multi Agency Safeguarding Hub (MASH) strategy discussions for new cases reached 2,669 for the financial year 2024/25. This is a 9.2% reduction from 2,959 in 2023/24. Whilst this is slightly lower than the previous year, it is anticipated to rise again due to improvements in information sharing, the new DPR and developments within neighbourhood policing, which will result in more officers engaging directly with communities.

In the last year a total of 1,040 Initial Child Protection Case Conferences and 1,905 Review Case Conferences were reported and attended.

To further develop our understanding of demand as we forecast for the coming year, work is underway with national leads to define Child and Adult Protection cases to ensure only those cases which require a multi-agency safeguarding response are flagged. This may result in recording changes which could affect the predicted data. This will ensure resources are focused on the right cases.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
CP & AP	256.0	-10.60%	8.38*	14.0	-17.09%	7.25*

Kent has determined there should be at least 50% accreditive detectives within the newly formed Child Protection and Adult Protection Teams. This figure currently sits at 59.1%, with an additional 21.1% on the detective pathway.

In terms of training, 85.3% of investigators have completed the Specialist Child Abuse Investigators Development Program, 72.3% of investigators have completed Specialist Adult Protection training and 64.4% of officers are trained in obtaining evidence from vulnerable victims and witnesses in Achieving Best Evidence (ABE) Interviews.

Child and Adult Protection Teams have sufficient equipment and non-workforce assets to perform their roles.

Step 3: How the workforce and other assets will meet anticipated demand

Over the next four years projected demand is expected to increase. The command anticipates a further increase with new legislation being introduced, which will see those working with children being criminally liable if they fail to report a sexual abuse or exploitation concern. Developments in enhanced multi agency working will also likely contribute to an increase, as will neighbourhood policing as there is a greater police engagement in communities supporting the identification of risk.

To meet the anticipated demand, Kent Police will continue to use the AWARE process which notifies CRU and MASH of safeguarding cases which are then prioritised by risk. This has supported current service delivery and will continue to do so, as will the processes in place regarding Operation Encompass and Operation Encompass Plus.

The force will also plan to continually upskill the workforce and ensure investigative ability levels are appropriate. In the last year this has taken place through bespoke CPD events for Child and Adult Safeguarding.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The DPR centralised ownership of the teams for Child Protection and Adult Protection. It is difficult to calculate the staffing requirements in these teams because of the nature of the joint working arrangements. Investigators complete a wide range of safeguarding activities; these include investigating crimes against vulnerable groups as well as completing reports for and attending child protection case conferences and adult safeguarding meetings. It is challenging to determine how lengthy investigations will be due to many variable factors, it is also challenging to project the amount of case conference demand and how long this takes in terms of the report composition as every case is different.

With the introduction of Multi-Agency Child Protection Teams, predicting resources is difficult but the force is working with analysts to review the Resource Allocation Model (RAM) to ensure teams are resourced appropriately. However, it is anticipated with an increased focus on areas such as child exploitation, which is investigated by Child and Adult Protection teams, and the new legal requirements for professionals to report suspected abuse this is an area that will continue to grow. Thus, how Kent seeks to brigade resources in line with partners across the Multi-Agency Child Protection Teams will be crucial to ensure future demand is met.

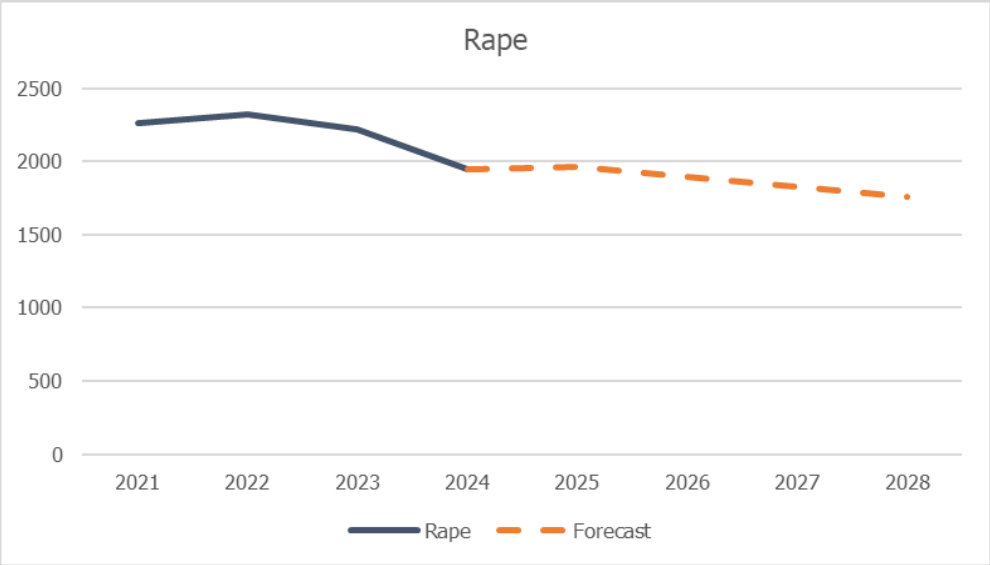
Section 6 – PVP: Adult Rape and Sexual Offences

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	GREEN

Following the Divisional Policing Review (DPR), adult rape and sexual offences are now investigated by the new Rape and Domestic Abuse Investigation Teams (RDAIT), as well as the Criminal Investigation Department (CID). Resourcing is currently a challenge; however offences are forecast to reduce and all demand is expected to be met.

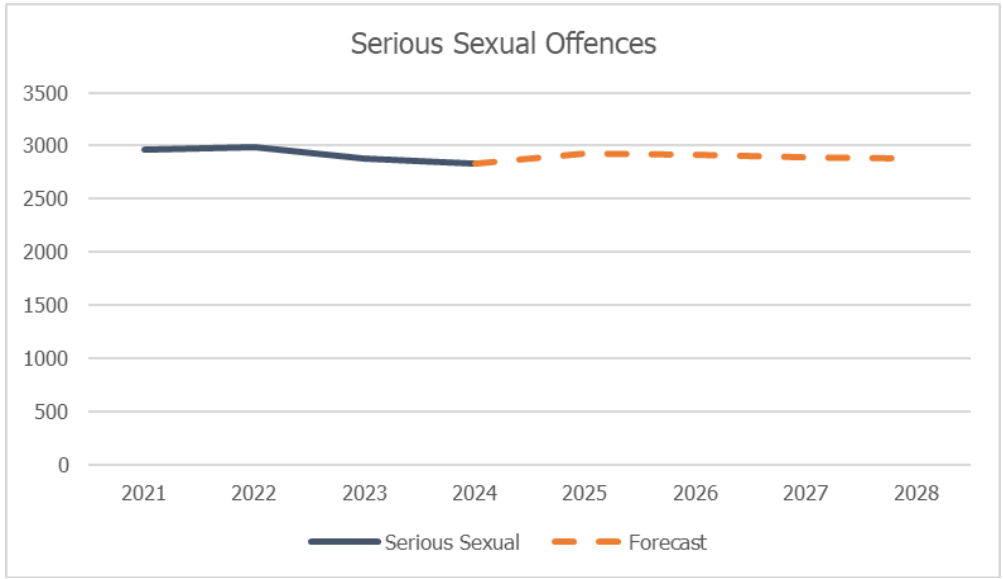
Step 1: Assessment of demand, including forecasts

Kent Police has seen a reasonably consistent decrease in both rape and serious sexual offences since 2023. In 2023 Kent received 2,220 reports of rape and 2,879 reports of serious sexual offences. This reduced in 2024 to 1,946 and 2,836 respectively. This is expected to continue towards 2028.

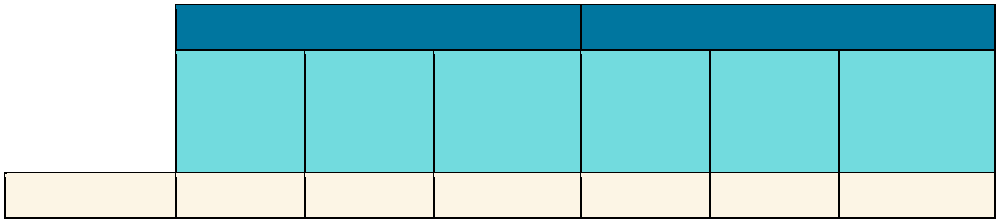


Demand placed on officers supporting victims who wait long periods of time for court hearings is a challenge. Kent has adopted specially trained Sexual Offences Liaison Officers (SOLOs) who support victims at the first point of reporting through to the court case.

Kent Police has implemented Operation Soteria principles, with an improved understanding of coercive and controlling behaviour and how this crime type is often associated with sexual offences within a DA relationship.



Step 2: Assessment of the workforce and other assets



Following the DPR and the restructure of resources responding to these crimes, the force is in a transitional phase working towards stabilisation of the workforce. As a result, there are challenges with fully staffing the modelling whilst legacy staff move, and force reorganisation takes place; this is disproportionately affecting North RDAIT. The force is aware of these challenges and manages

them through the force resource panel, chaired by an Assistant Chief Officer. It is expected this will stabilise in the coming year.

In preparation for DPR, 100% of the RDAIT staff were trained in the Rape Investigators Specialist Development Programme (RISDP) training modules 1-3. Officers within RDAIT have also completed the Operation Soteria National Operating Model (NOM) training. DA Matters training has been rolled out with over 800 officers trained to recognise controlling and coercive behaviour. Work is ongoing force wide to ensure RDAIT is fully resourced and that all officers are trained to PIP level 2. Protected learning time is built into the shift pattern whereby officers can maintain their development in this specialist area of policing. Completion of the recently published non-contact sexual offending training by the College of Policing is 87.65% (as of 1 May 2025).

Kent Police is proactive in ensuring the ongoing health and welfare of officers working in this area. There are well attended Wellbeing sessions using Occupational Health, as well as psychological screening processes. This is supported by a robust and proactive attendance management process supporting staff who are absent back into the workplace. There are no significant issues with sickness.

Step 3: How the workforce and other assets will meet anticipated demand

As described in Step 2, the force has prioritised officer training within RDAIT. This consistent knowledge base and Continuous Professional Development (CPD) will ensure staff are suitably equipped to investigate rape and serious sexual offences effectively and expeditiously. Plans for the next 12 months are predominantly regarding filling every post within RDAIT with accredited detectives and suitably trained staff.

Forensic capture, either intimate or non-intimate, is integral to the investigation. SOLOs will attend and obtain non-intimate forensics from a victim and facilitate a visit to the Sexual Assault Referral Centre (SARC) to capture evidence. Local Policing Teams and other first responders are also trained to collect non-intimate forensic samples. Through CPD, officers adopt the most up to date practices. Kent Police continues to be guided by the College of Policing regarding new technology and accompanied good practice to ensure the best outcomes for victims.

Kent Police, along with other forces nationally, will self-assess its current position in line with Operation Soteria. The final assessment has started with a completion date of July 2025. The findings will be fed into the DPR post implementation review to ensure compliance.

Over the next four years projected demand is decreasing but it is anticipated that with public trust and confidence building with rising charge rates in Kent for this crime type, victims may feel increasingly able to report such crimes.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

As a result of the new model and ensuring officers are suitably trained to investigate rape and serious sexual offences, it is anticipated Kent Police will meet demand.

Section 6 – PVP: Child Abuse including Rape and Sexual Offences

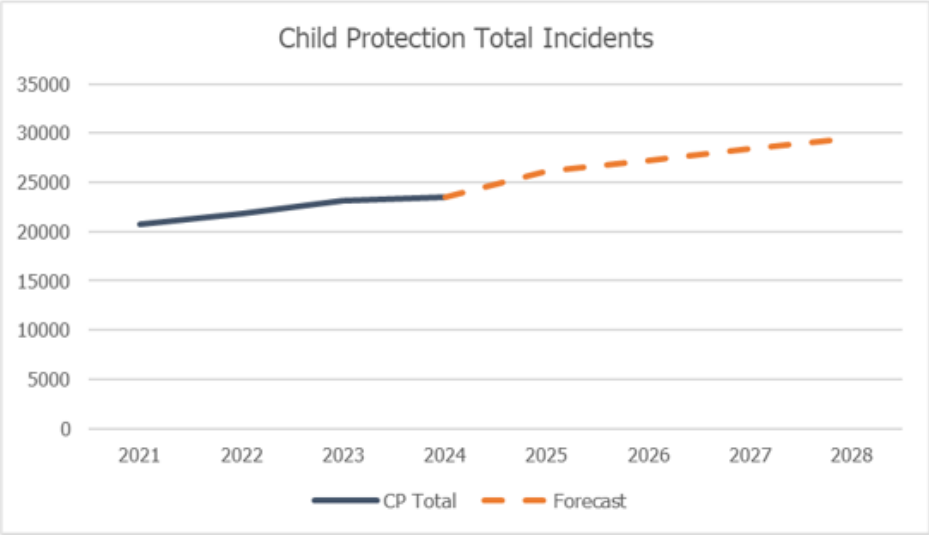
MoRiLE Assessment		
Risk Score	Current	Future
6	RED	AMBER

The centralisation of Child Protection under the Head of Public Protection has enabled a consistent approach and strengthened joint working arrangements with statutory partners and the Crown Prosecution Service (CPS). Further demand increases are expected, which will be challenging with the current funding available.

Step 1: Assessment of demand, including forecasts

For the financial year 2024/25, Kent recorded 12,321 child protection crimes; 510 of these were child rape offences. The solved rate for the same period is 15.9%, an increase from 12.8% in the previous financial year.

The national focus on child sexual exploitation (CSE) and violence against women and girls (VAWG) will also contribute to increase demand with wider awareness. With the current demand and expected future demand (as demonstrated by the below graph, which shows the total of both crime and non-crime child protection incident volumes) a moderate staffing and skills gap is predicted, resulting in challenges to meet future demand.



The introduction of Multi-Agency Child Protection Teams and the wider impact of the Children's Wellbeing and Schools Bill, provides an opportunity to brigade collective resources more effectively to meet demand. Kent Police is aware from those forces who have piloted the forthcoming changes that demand has increased.

The force is currently working with national leads to define child protection cases to ensure only those requiring a multi-agency safeguarding response are flagged. This may result in recording changes and affect the predicted data. This will ensure resources are focused on the right cases but makes planning difficult.

Based on current information, projected demand is expected to increase over the next four years. This is based on current referral numbers, the number of strategy meetings being conducted and the national landscape, including legislation changes such as the Children's Wellbeing and Schools Bill.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
CP & AP	256.0	-10.60%	8.38*	14.0	-17.09%	7.25*

In the last six months there has been a significant investment in promoting available welfare provision. All officers and staff have been offered additional screening, which has had a positive impact on team wellbeing. Child and Adult Protection Teams have sufficient equipment and non-workforce assets to perform their roles.

The changes brought about by Operation Soteria have benefited victims with improved processes and understanding. In addition, the Divisional Policing Review (DPR) introduced a new shift pattern with a training day so Continuous Professional Development (CPD) routinely takes place.

Kent has determined there should be at least 50% accreditive detectives within the newly formed Child Protection and Adult Protection Teams. This figure currently sits at 59.1%, with an additional 21.1% on the detective pathway. In terms of training, 85.3% of investigators have completed the Specialist Child Abuse Investigators Development Program, and 64.4% of officers are trained in

obtaining evidence from vulnerable victims and witnesses in Achieving Best Evidence (ABE) Interviews. Officers are now also enrolled in the Serious Sexual Offences Development Programme (SSAIDP) with 48% having completed it. This is an area of focus for the next 12 months.

Court backlogs continue to significantly affect Kent Police, with cases scheduled into 2027. This is monitored and is receiving high profile scrutiny both internally and politically.

The force ensures compliance with the Strategic Policing Requirement in order to meet national responsibility.

Step 3: How the workforce and other assets will meet anticipated demand

As detailed in Step 1, based on current referral numbers, the number of strategy meetings being conducted and the national landscape including legislation changes such as the Children's Wellbeing and Schools Bill, demand is expected to increase over the next four years. However, data quality improvements may impact current volumes, and this presents some unknowns when anticipating future demand and plans to address.

There are currently moderate staffing gaps and whilst demand is manageable at this time, anticipated increases will see this become an increasing challenge and likely unsustainable with the current resource available.

The CSE Taskforce will assess the scale and nature of in-person offending, review intelligence linked to exploitation and promote intelligence gathering. It will also maintain oversight of active investigations linked to group based child sexual exploitation (GBCSE) and support investigation teams to deliver a proactive approach. This will enable proactive progression of exploitation matters by Child and Adult Protection Teams.

Joint working arrangements have also been strengthened with the introduction of the Missing and Child Tactical Delivery Group and Child Exploitation Oversight Group that feeds into the Kent Children's Safeguarding Board. This will support understanding of threat and risk in communities and support a multi-agency approach.

To meet future demand, the force aims to continue to increase the capacity of officers through developing their skills to investigate child abuse effectively. Striving for increased detective numbers is part of this, however specific development of officers in CSE is planned as this area of child abuse is increasingly complex. As Kent anticipates at least a moderate capacity gap, a change to capacity may also be required. However, this is challenging to predict due to variable factors which will continue to increase demand.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The force has good governance arrangements to monitor performance and changes in demand, which allows resources to be re-aligned. The introduction of Multi-Agency Child Protection Teams and the wider impact of the Children's Wellbeing and Schools Bill, provides an opportunity to brigade collective resources more effectively to meet demand.

Section 6 – PVP: Child Exploitation

MoRiLE Assessment		
Risk Score	Current	Future
6	RED	AMBER

The exploitation of children can take several forms, it can be committed online or in person and be either sexual, criminal or both. Online exploitation referrals into Kent Police from the National Crime Agency (NCA) are at a record high and national projections anticipate further increases. The approach to sexual exploitation nationally has also significantly changed in recent months, and awareness has continued to increase – in society generally but especially within statutory agencies and the education sector. This has supported Kent's understanding of crime levels classified as child sexual exploitation (CSE) or group based sexual exploitation (GBCSE), but unfortunately this crime type is often hidden making accurate demand projection challenging.

Step 1: Assessment of demand, including forecasts

Child Centred Policing is a fundamental element of policing in Kent and focus on exploitation is central to force priorities. Several teams work to tackle child exploitation, including Missing, Child Centred Policing, Child Protection, Paedophile Online Investigation Team (POLIT) and the new CSE Taskforce.

POLIT are the single point of contact for online child sexual abuse and exploitation referrals. Primarily these are received from the National Crime Agency (NCA). There has been a significant rise in NCA referrals, from January to April 2025 a 148% increase has been experienced when compared to the same period last year (from 143 to 355). Indications are this rise will accelerate further. Whilst this is a national issue, Kent has seen a higher proportion allocated when compared to similar force areas.

As demand is often hidden, new ways are being sought to identify and respond to risk, whether that be children exploited through drug networks and county lines or children exploited sexually. The Digital Media Officers introduced in 2025 work with investigators to maximise the digital aspects of investigations, which are becoming more and more complex. Their work has resulted in hidden risk being identified, leading to dangerous offenders arrested and convicted.

Due to changes in definition, a newly formed CSE Taskforce has reviewed all crimes of child sexual exploitation reported in the last 12 months to assess the level of offending and risk in Kent and ensure the force has responded appropriately. This work has reduced the number of cases recorded as CSE but increased the number of GBCSE. It is anticipated increases will be seen, albeit due to changes to the data this may not be reflected in current statistics. This work has also enabled analysts to complete a problem profile to assess the extent of known exploitation.

To further assess and forecast demand, Kent Police is engaged with statutory partners to review exploitation levels and trends monthly.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
POLIT/CSE TF	37.0	-4.18%	7.54	10.97	-11.06%	10.85
CP & AP	256.0	-10.60%	8.38*	14.0	-17.09%	7.25*

POLIT saw an uplift of officers and police investigators in 2023, however the current and predicted demand is likely to exceed their capacity in coming months.

CSE and GBSE levels are currently within the capacity of the Child and Adult Protection Teams, but again this is an unpredictable landscape.

Teams have sufficient equipment and non-workforce assets to perform their roles.

Step 3: How the workforce and other assets will meet anticipated demand

Anticipated demand for online offending is a concern. A review of the Child and Adult Protection Team capacity is underway to consider diversion of some online offending to those teams, as a short-term measure, but longer-term Kent anticipates a rise in Child and Adult Protection Team demand. This is a standing agenda item at the Force Tactical Tasking and Coordination Group (FTTCG) chaired by the DCC to ensure capacity is considered and built upon in anticipation of the increases.

Exploration is also underway to use a new case management system supported through the NCA and to also explore innovative ways of evidence capture to support swifter charging and conviction.

Digital Forensics Unit (DFU) colleagues are also exploring new ways of prioritising submitted devices seized during investigations, which would support improved prioritisation of cases with greater threat, risk and harm.

The CSE Taskforce will assess the scale and nature of in-person offending, review intelligence linked to exploitation and promote intelligence gathering. It will also maintain oversight of active investigations linked to GBCSE and support investigation teams to deliver a proactive approach. This will enable proactive progression of exploitation matters by Child and Adult Protection Teams.

Joint working arrangements have also been strengthened with the introduction of the Missing and Child Tactical Delivery Group and Child Exploitation Oversight group that feeds into the Kent Children's Safeguarding Board. This will support understanding of the threat and risk in communities, and also support a multi-agency approach.

With regards to criminal exploitation, the Joint Exploitation Group led by Kent County Council continues to co-ordinate and inform partners of the current threats and the Violence Reduction Unit continues to focus on children and young people at risk of harm from serious violence often linked to child criminal exploitation (see **Section 4 – Prevention and Deterrence: Serious Youth Violence**).

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The largest risk at this time is the demand from online offending, which cannot be met with the current structure. The uplift to POLIT in 2023 was based on 2019 forecasting of demand. Considering the continued growth in referrals into POLIT and the Victim Identification Team, further expansion to manage future demand is likely to be required.

Arrangements have been introduced to address the impact on POLIT by diverting appropriate work to trained Child Protection and Adult Protection Teams. This is being closely monitored.

Section 6 – PVP: Mental Health

There has been a significant reduction in the use of Section 136 (S136) detention powers. Work will continue with health-based partners on the Right Care, Right Person (RCRP) approach, to ensure people are seen by the appropriate agency.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Step 1: Assessment of demand, including forecasts

In collaboration with partners, the Kent Police Mental Health Team (MHPT) has achieved a significant reduction in the use of S136, ensuring people in crisis receive the right support at the right time from the right agency. Work has continued with Health and Social Care Partners on the RCRP programme, which began in April 2024. This ensures those in crisis, or otherwise vulnerable due to a health, mental health or social care need, are seen by the appropriate agency.

The National Partnership Agreement for RCRP sets out a collective national commitment from the Home Office, Department of Health & Social Care, the National Police Chiefs' Council, Association of Police and Crime Commissioners, and NHS England to work to reduce inappropriate and avoidable involvement of police in mental health incidents. This will reduce overall demand on Kent Police whilst recognising there will always be cases where police involvement is needed when there is a real and immediate risk to life or serious harm, or where a crime is committed. This should result in people with mental health needs experiencing less distress and having better experiences of the mental health care pathway. Kent Police is continuing to work collaboratively with key stakeholders to ensure the programme is fully implemented. In the first year, since the launch of RCRP, the force has seen an average of 316 officer hours saved per month between April 2024 and March 2025.

The MHPT receives frequent requests to support training internally (in force) and externally (from other partners) in relation to RCRP. As part of Strategic Prevention Command, the MHPT aspire to do more prevention, problem solving, and intervention work, with partners and with Community Safety Unit (CSU) colleagues, to tackle high intensity users – including repeat victims and venues to establish long term solutions.

Kent Police has a cadre of 24 negotiators, who responded to over 200 incidents of mental health crisis in 2024. In the same year, the force delivered over 30 hours of the new JESIP Person in Crisis (PiC) training to police, partners and volunteers, to help deal with the initial response to suicide.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
MHPT	6.00	0.00%	4.79	-	-	-

In addition to the police officers, the MHPT also has a staff post. This post is funded by Kent County Council for two days per week and monitors suicides and attempted suicides. This ensures preventative activity is targeted around locations, demographics, and individuals, as part of membership of Children and Adults Safeguarding Boards, and Kent & Medway Suicide Prevention Network.

The MHPT works closely with mental health and social care partner agencies to develop new and efficient working practices, with a focus on patient need, and the appropriate use of policing resources, which is the purpose of RCRP. Kent Police continues to actively support and promote officers' use of Safe Haven locations as an alternative to S136. These locations are maintained by charitable organisations and provide mental health support and signposting. Kent's Safe Haven implementation received an award from Health Watch for the collaborative approach to delivery and service to the public.

Kent Police continues to use the 836-advice line, which provides clinical advice to frontline officers dealing with individuals suffering a mental health crisis. Continued scrutiny and training in this area needs to be maintained. Ongoing review of 836 calls is being facilitated as a quality assurance measure, so the force can be reassured officers are following the 836 process and the specific clinical advice given.

Secure Care UK, the Integrated Care Board commissioned 'Sit and Wait' service, started with a trial in East Kent in March 2025. The countywide service will launch in full by the end of the spring 2025. This service will support Kent Police officers with the care of patients detained under Section 136 of the Mental Health Act. The Secure Care Crews will be controlled and dispatched in liaison

with the Kent & Medway NHS Partnership Trust 836 Line and Kent Police Force Control & Incident Room, and they will look after agreed S136 patients in Emergency Departments.

Step 3: How the workforce and other assets will meet anticipated demand

The MHPT is supporting partners to review practices and processes to improve service quality for patients. The Strategic Prevention Superintendent continues to co-chair the Urgent Care Oversight Board, which monitors the delivery of several projects aimed at improving service provision.

An ownership review of the management of volume-based crime, for Mental Health Hospitals, is being undertaken. This will support long-term problem solving of high intensity users and high risk incidents, and work for RCRP.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Significant support continues to be necessary, for both partners and across Kent Police's own workforce, to ensure RCRP core principles are fully understood and adhered to, and organisational culture change is fully embedded. This is in addition to the ongoing mental health tactical advice, which remains an essential part of the ongoing assessment and evaluation of RCRP.

The future remit of the team will need to be reviewed, both as part of the RCRP post-implementation review, and to ensure other partner agency services remain effective, where they are designated the lead responsible.

As part of Strategic Prevention Command, the MHPT should be leading preventative problem-solving and intervention work with partners and divisional colleagues to tackle high intensity users and repeat venues. This in turn will reduce demand on frontline officers, as well as supporting frontline colleagues with proactive management and collaborative partnership intervention measures, while protecting vulnerable and repeated victims.

The Kent and Medway NHS Partnership Trust (KMPT) holds Local Risk Forums, for the North, East and West KMPT areas, which then feeds into a Central High Risk Service User Board. Bringing the high intensity user workstreams together with the risk forums will enable a further reduction in demand on police resources together with a clear understanding of those people being managed in the community who are presenting the highest risk to themselves or the public.

Section 6 - PVP: Missing Persons

The total number of all missing incidents has decreased but reports of children missing has increased, with unaccompanied asylum-seeking children missing reports static. Improvements in the force's assessment of risk and vulnerability have seen more of those reported missing graded as high risk investigations, with predicted increases in volumes in the future.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Step 1: Assessment of demand, including forecasts

In 2024 there were 8,033 missing child reports, which is a 6.2% increase from 2023 (additional 470 cases), and 3,252 missing adult reports, which is a 19.6% reduction from 2023. The numbers of unaccompanied asylum-seeking children (UASC) housed in Kent has been capped, which is reflected in less frequent reports of UASC children. Reports of missing incidents are predicted to increase.

The revision of the Standard Operating Procedure (SOP) for missing children, incorporating national recommendations and training, has enhanced Kent's response. Greater understanding and risk identification has led to an increase in reports graded as high risk, requiring more resources to be assigned in response.

To understand current and predicted demand, horizon scanning sessions review contextual safeguarding partnership data, hotspots are scrutinised, and all internal missing child and CE protocols are reviewed.

24.6% of the total missing incidents are disproportionally attributed to one district (Medway), as a result of high placements of looked after children (LAC). Whilst cross-border notification processes are in place to allow quick time information sharing with other forces, general post incident or pre-placement information sharing of those coming into Kent is less consistent.

In adult mental health, suicide risk and degenerative disease (dementia, Alzheimer's) are the most common vulnerabilities featured in missing reports. Socio-economic changes may see reductions in partner care services provision, together with rates of depression and reduced mortality rates means it is difficult to predict a rise or reduction in future adult missing demand.

Criminal and sexual exploitation are the most common risk in all missing children reports, with male missing children experiencing more violence and gang involvement, while female missing children experience more sexual exploitation and suicide risk. An increase in reported missing children in the next 12-24 months is anticipated, particularly if socio-economic constraints impact on partner support services.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Missing Team	56.50	-18.83%	9.11*	11.00	-10.81%	7.98*

As part of the Divisional Policing Review (DPR) the investigative element of missing was aligned to Child Protection Teams. Missing Teams are based locally on divisions and include detectives and uniformed officers. There are some staffing and capacity challenges in Missing Teams.

Various other departments (depending on whether it is a child or adult case) have roles and responsibilities in the investigation of missing reports, as well as the preventative and post missing processes.

Local Policing Teams (LPT) provide the initial response to all missing persons, and specifically own high risk cases in the initial period of investigation. A uniformed Inspector will command resources from across the Division or county for the initial physical searching. Currently demand is met, but often while managing competing calls for service, causing strain at peak times.

Regular scrutiny ensures best practice, gaps, projects, and strategy needs are identified and driven forward through Kent's Child Centred Policing Plan and into the Child and Adult Protection Tactical Delivery Groups.

Child exploitation investigations are centrally owned within Child and Adult Protection Teams. This increased capacity helps manage large scale complex investigations. Local and central governance structures enable co-ordination between Missing Teams, Child and Adult Protection Teams, LPTs and Child Centred Policing Teams (CCPT) within Community Safety Units (CSUs) to respond to ongoing reports and risk.

COMPACT is the database for recording missing investigations and there is a need for increased transfer of information from COMPACT to Athena, as well as

consistent templates for recording risk rationales, especially in relation to missing adults. To support this, Kent Police is part of the national COMPACT working group.

Kent Police is one of the first UK police forces to introduce the Initial Missing Person Search Advisers (IMPSAs) role to provide officers and staff with specialist search guidance for high risk missing people. IMPSA are based on Division and receive Police National Search Centre (PNSC) training.

Teams have sufficient equipment and non-workforce assets to perform their roles.

Step 3: How the workforce and other assets will meet anticipated demand.

Current demand and risk are being met noting the disproportionate demand impacting one district. Missing person incidents are unpredictable and the impact on resources can span minimal to significant, with the latter creating risk and vulnerability.

Governance structures are being strengthened to support repeat missing children and ensure shared situational awareness of child exploitation. Kent Police has developed a new strategy and is working with partners to ensure intelligence is shared and consistently responded to. The use of proactive management plans (PMP) is best practice for repeat adult and child missing cases to reduce repeat incidents. Medium risk missing children, particularly those missing repeatedly, require appropriate multi-agency intervention to reduce the risk of harm. Currently, over 90% of children reported as missing are in this category.

A bi-annual multi-agency forum will provide opportunities to innovate and consider how promising practice from national reviews can be embedded in Kent. This will ensure police and partners are co-ordinated in their approach sharing best practice and maintaining agreed processes. This forum will feed into the Local Safeguarding Children's Board through the relevant sub-group.

The force has adopted best practice such as the Forcer and Herbert protocols to assist with prevention of missing episodes and sharing of information to expedite safe recovery. Technology is being exploited in high risk missing person searches such as drones, AI interpretation applied to aerial images and increased predictive mapping technology used. There is also increased partnership working in response to high risk incidents.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The Strategic Partnerships and Crime Commands both continue to monitor risk and demand for missing young people.

Work is ongoing and required to manage the demand created by people missing from hospitals and care homes, through Right Care, Right Person (see – **Section 6 – PVP: Mental Health**).

There is an ongoing expectation of care provider responsibility to be actively involved in responding to and preventing missing episodes, along with providing key information should a child be reported missing.

Stable demand or small increases are likely to be met in the short term. Effective partnership working and information sharing should in principle see the number of reports stabilise and drop. However, external influences on the factors leading to individuals going missing, for different reasons in adults and children, as well as reductions in provision caused by organisational changes might see demand outstrip capacity and capability.

Section 7 – Managing Offenders: Registered Sex Offenders, Multi-Agency Public Protection Arrangements and ViSOR

MoRiLE Assessment		
Risk Score	Current	Future
6	AMBER	RED

There is a predicted increase in the management of registered sex offenders. Investment in technology supports monitoring and identifying re-offending. A strong and resilient multi-agency approach supported by established governance has been designed to meet the demand of complex cases.

Step 1: Assessment of demand, including forecasts

There are currently 3,033 Violent and Sex Offender Register (ViSOR) nominals managed by Kent Police. There are 2,962 Registered Sex Offenders (RSOs), of which 731 are in custody and 2,231 are being managed in the community. An additional 34 Sexual Risk Orders (SROs), 32 Serious Organised Crime (SOC) offenders and five Category 3, Level 2 MAPPA (Multi-Agency Public Protection Arrangements) or PDP nominals have active offender management from Management of Sexual and Violent Offenders (MOSOVO) teams. Kent is also managing 1,630 Sexual Harm Prevention Orders (SHPOs).

Kent's RSOs are risk assessed as:

- 2% very high risk
- 27% high risk
- 35% medium risk
- 20% low risk
- 9% being reactively managed
- 7% in custody from initial sentence or deported

Dedicated Offender Managers (OMs) oversee the Multi Agency Partnership of 39 Category 2 or 3 MAPPA level 2 and 3 individuals, as well as supporting Critical Public Protection Cases (CPPC) with the National Security Division.

Maidstone MOSOVO teams have oversight of the only Probation-approved premises in Kent (Fleming House). **Section 38 Health & Safety FOIA.**

In October 2024 the management of RSOs moved from Divisional oversight to Central ownership through the Crime Command. An additional central MOSOVO team manages individuals in prison or detained under the Mental Health Act. All MOSOVO teams are now managed by a central Detective Chief Inspector.

Central ownership will enable the force to closely monitor and improve governance with outstanding and overdue Active Risk Management System (ARMS) assessments and Risk Management Plans (RMPs). These areas are scrutinised in a monthly performance meeting with the Detective Superintendent and bi-weekly meetings between the Detective Chief Inspector and Detective Inspectors to ensure traction in these areas.

Staffing and risk levels have become stable following the Divisional Policing Review (DPR) alignment of MOSOVO Teams under Crime Command. OMs in Medway are all carrying more than 50 RSOs. Resource plans have been agreed to reduce the demand in Medway to bring them in line with national guidance.

The force is performing well, with compliance of home visits being conducted in line with the risk assessment. In January 2025 the force compliance rate was 98.95%, compared to 95.2% pre-DPR.

The 3% increase in RSOs from 2023 to 2024 has doubled to a 6% increase in 2024/25. Using this as an ongoing trend, the force predicts an additional 150 RSOs per year.

There were 2,199 sexual predatory offences in 2024, including 342 exposures, 95 voyeurism, 250 outraging public decency – of which a third are masturbatory related. 10.5% of total sexual predatory behaviour offences resulted in a charge. With 44 charges for exposure, 16 voyeurism, 23 outraging public decency, and six other offences. These offences alone, on conviction will add 89 individuals to the sex offender register for management.

Coercive and controlling behaviour became a MAPPA eligible offence in February 2025, with an additional 33 cases managed by Kent Probation now MAPPA eligible.

MOSOVO Target Teams (MTT) are aligned to the Divisional MOSOVO teams and supply a proactive, dedicated resource to support OMs to proactively target, gather intelligence and disrupt predatory sexual offenders. These teams provide enforcement for preventative orders for Domestic Violence Protections Notices/Orders (DVPN/Os) and Stalking Protections Orders (SPOs).

Investigations into breaches of Sex Offence Notification Requirements (SONR) or SHPOs are conducted expeditiously, with just 10% of active crime being over 12 months old, and no investigations older than two years. MTTs are used to support Divisional teams with outstanding suspects, which are reviewed bi-weekly between the Detective Inspector and Detective Chief Inspector, and monthly between the Detective Superintendent and Detective Chief Inspector.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Central MOSOVO	9.00	+9.27%	2.48*	9.29	-12.69%	8.57*
Divisional MOSOVO	84.00	-4.68%	6.83*	22.40	-3.38%	3.05*

MOSOVO teams are well structured with a robust training programme. There is a mix of Detectives and Constables across the Divisional teams. There are 16 PSI investigators, of which one is PIP 2, nine are PIP 1 and the remaining six are on the PIP pathway. All supervisors are accredited Detectives or on the pathway, with Divisional teams overseen by accredited Detective Inspectors and a PIP 3 Detective Chief Inspector.

A ViSOR systems administrator provides training, vetting, attends national MOSOVO meetings and deals with the archiving of offenders. Central co-ordinators deal with court notifications following convictions for registerable offences, support for MAPPA level 3 meetings and individuals, management of foreign RSOs, those detained in secure mental health units under hospital orders and wanted/missing RSOs. Central MOSOVO provides a Single Point of Contact (SPOC) for all Kent RSOs serving prison sentences more than 12 months, ensuring the prison, probation and police share relevant intelligence in a timely manner.

Divisional co-ordinators are responsible for ensuring the Force Control Room is aware of RSO addresses, with a relevant flag on Storm as well as Athena, so calls regarding an address of a RSO can be dealt with accordingly.

OMs are trained in ViSOR, **Section 31 Law Enforcement FOIA**, MOSOVO modules 1, 2, 3 and 4, with additional training for PND, VAST, **Section 31 Law Enforcement FOIA** and Digital awareness. Continuous Professional Development in-person events on offender management started in April 2025 for MOSOVO teams. **Section 31 Law Enforcement FOIA** The events include an input from Welfare teams to focus on wellbeing of staff. Kent Police recognises MOSOVO roles are high risk. A wellbeing role screening tool was sent to all staff in February 2025. **Section 31 Law Enforcement FOIA** There are no significant issues with sickness. Individuals that require additional support are managed through monthly personnel reviews.

Five Proactive Digital Investigators (PDIs) are centrally owned and support Divisional teams with home visits to offenders where there are concerns over internet use or breach of SHPOs by having unregistered mobile devices. PDI officers provide expert support with technology and triage of devices. **Section 31 Law Enforcement FOIA** Due to the evidential capture, most offenders enter a guilty plea at remand hearings, allowing for financial savings in case building and court cases.

Section 31 Law Enforcement FOIA

Kent Police **Section 40 Personal Information FOIA** polygraph **Section 40 Personal Information FOIA**. Whilst test results are not admissible in evidence in criminal cases, they are used as part of a risk management tool for violent and sexual offenders. They are also used as part of a Conditional Caution disposal.

MOSOVO Target Teams enable a proactive approach to offender management. These are divided into three district-owned teams aligned under the Detective Inspectors. A total establishment of five Detective Sergeants and 35 Constables target high risk outstanding suspects, disruption of RSOs and **Section 31 Law Enforcement FOIA.**

Three preventative orders officers sit within the MTT and provide tactical advice for officers dealing with DVPNs, SPOs, SHPOs and SROs. MOSOVO have sufficient equipment and non-workforce assets to perform their roles.

Step 3: How the workforce and other assets will meet anticipated demand.

Across the three Divisional MOSOVO teams there are only three vacancies, all of which have successful candidates selected, vetted and trained, awaiting release under the force resource process.

The Violence Against Women and Girls (VAWG) strategic plan details offender management as a pillar for Kent Police, with a clear commitment to ensure sexual or predatory offenders will be robustly managed and held to account. This is further supported by the Kent Police Pledge.

Child sexual abuse and exploitation continues to increase worldwide. This is particularly true of online abuse, with children spending increased time online and more sophisticated digital tools protecting the anonymity of those who wish to harm them **Section 31 Law Enforcement FOIA.** The force is working with POLIT and Digital Forensics in unifying software to achieve ISO compliance and be leaders in the digital scope for MOSOVO.

PDIs have obtained eight tablets enabling the force to record manual reviews on screens with a view of making them capable of conducting router checks quicker and easier for OMs to use without PDIs. Kent's technological capabilities are strong, and the force is working to build resilience to combat the ongoing risk.

Section 31 Law Enforcement FOIA.

Over the next four years projected demand is a 5% increase per year. This would equate to 3,600 RSOs by 2029 (+630) or an increase by 150 each year. However, up to 315 nominals could be eligible to be archived over the next four years. However, this is reliant on no further offences being committed in this period.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

As RSO numbers grow, a change of approach is required to manage the risk. Monthly performance meetings will continue to track officer workloads and the percentage of risk within these. MTT officers will be provided with ViSOR training to allow further support in exceptional circumstances, however, should not be used as dedicated offender managers.

The National Intelligence Model supports the priority nomination of RSOs for increased focus from force wide assets and tactics.

Section 31 Law Enforcement FOIA.

Processes are being implemented to explore opportunities with Buddi Tag as a risk management tool on those individuals that present the highest risk of harm. This would assist in reducing the number of unannounced visits that are unsuccessful and allow the force to better understand the lifestyle of offenders.

More effective processes with low-risk offenders will be needed to prioritise resources to the highest risk. The use of **Section 31 Law Enforcement FOIA** Polygraph, PDIs and encouraging desistance and change with offender focused charities are being explored to increase appropriate reactive management.

Section 7 – Managing Offenders: Repeat Offenders

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Integrated Offender Management (IOM) is a multi-agency scheme aimed at making communities safer by reducing reoffending. It is centred on a fix, flex and free cohort model defined nationally and adopted by all forces.

Step 1: Assessment of demand, including forecasts

The IOM current cohort comprises over 180 offenders. However, this is expected to increase to approximately 250 with additional offenders being released from prison on electronic monitored tag devices. They will feed into Kent's fixed acquisitive crime cohort. Growth will also be experienced through referrals into the free cohort, focusing on non-domestic abuse and repeat violence offenders.

The IOM cover and support weekly MAPPA (Multi-Agency Public Protection Arrangements) Screening panel processes. The IOM support risk management decision making and take or consider referral opportunities from MAPPA or those not agreed for adoption into MAPPA where IOM criteria is met. The IOM Inspector also meets monthly with Strategic MOSOVO (Management of Violent Offenders and Sexual Offenders).

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Prevention	67.0	+2.22%	4.12	20.84	+18.47%	4.58

IOM sit within the Strategic Prevention Command. The current establishment of Integrated Offender Management (IOM) officers in Kent is 90% - nine full time posts. On a supervision ratio of around one Police Constable to 20-25 offenders (based on the fact around 45% of the cohort are within Prison at any one time), the force can manage the current IOM cohort.

There are no issues with sickness across Kent's IOM team. All equipment is fit for purpose, including Buddi tags (voluntary electronic monitoring 'ankle tags'). IOM receives Probation funding to enable the force to use 15 tags.

Step 3: How the workforce and other assets will meet anticipated demand

Once the IOM team is at full establishment (anticipated spring 2025), the team will be able to manage offenders across Kent's fixed, flex and free cohort. There are national legislative changes which could impact on future demand, such as the prison population releases where prisoners for certain offences are released at 40% completion point of their custodial sentence. IOM also manages the effects of the 'Probation Reset' governmental change. Therefore, when IOM managed offenders reach the last third of their licence, Probation no longer actively community manage or supervise them. This change means police and other agencies now manage them based on threat, risk and harm.

Kent Police conducted a pilot in 2024 working with the Home Office and an identified cohort of 112 Persistent Offenders. Of note only two of individuals were already on the live IOM scheme. This showed early intervention, support or targeting of these offenders and extended use of ancillary orders, as well as conditions within Criminal Behaviour Orders would help with long term prevention of further offending.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Future IOM demand is unknown. The national IOM team has received funding for a further 12 months to continue guiding regions and force leads. With the recent change in government and policies this could affect cohorts or referral criteria, especially around the Persistent Offender Agenda.

Section 8 – Managing Serious and Organised Crime: Major Crime Unit

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

The Major Crime Unit (MCU) continues to manage the most serious crime types with numbers comparable to previous years. As a result, the force ensures appropriate investment in respect of capability and capacity.

Step 1: Assessment of demand, including forecasts

MCU sits within the Serious Crime Directorate (SCD) and investigates all homicides, attempted murder, stranger rape, and 'crimes in action' – such as kidnap and product contamination.

Current demand is understood, recorded, and monitored. In the financial year 2024/25 there have been three Category B and ten Category C homicides. All bar one have been successfully detected, with the remaining case committed in March 2025. These categories are, in order of complexity: A+ (highest), A, B, and C (lowest). **Section 40 Personal Information FOIA.** There has also been one manslaughter, which remains under investigation.

In Kent, there are currently 42 'cold case' homicides involving 53 victims, and 191 'cold case' serious sexual offences committed by a stranger. Homicide cases date back over a 50-year period, and sexual offences over 35 years. Advances in technology and forensics have led to four cases in the last five years being solved. Cases for further investigation are identified through a risk matrix and periodically reviewed for risk and opportunity.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Major Crime	60.00	-8.65%	5.61	9.12	-19.46%	2.89

There are suitable numbers of PIP 3 accredited Senior Investigating Officers (SIOs). Detective Chief Inspectors and Detective Inspectors form a 24/7 rota with assistance from other departments to maintain full coverage and oversight.

The force has one PIP 4 accredited officer whose purpose is to provide strategic management, oversight, and support for complex investigations. All investigators within MCU are either experienced PIP 2 (officers and police staff investigators) or PIP 1 (police staff investigators).

To support the management of material gathered within the MCU investigations, a dedicated Home Office Large Major Enquiry System (HOLMES) team was established for the major incident rooms (MIR). Individuals work at dedicated locations or from home, meaning they are flexible if they are required elsewhere. MCU has sufficient equipment to perform its role.

Step 3: How the workforce and other assets will meet anticipated demand

Over the next four years, if MCU remains within the current vacancy rate, it has resources capable of meeting anticipated demand. The average investigation category levels are understood. There are slight fluctuations, but demand has always been met and is stable. Should the need arise for additional MCU resources the SCD would come together with Essex Police as the collaborative solution. MCU has good relationships with partners, which allows early investigative advice and solutions to issues, leading to high quality investigations.

MCU uses technology to assist with demand, such as Document Defender. The use of Kinesence CCTV software reduces CCTV viewing by a considerable amount.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Kent Police looks to understand identified drivers of homicide, which centre around substance misuse, domestic abuse, mental health and serious youth violence, county lines, knife crime, firearms, and bladed instrument-enabled homicides. Kent Police has a homicide prevention de-brief process in place, which complements the Homicide Prevention Strategy. MCU has wider partnership with a reach to both regional and national support if required. MCU will meet future demand.

Section 8 – Managing Serious and Organised Crime: Serious Organised Crime

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Intelligence processes, investment in Protect and Prevent officers, and overall knowledge of Serious Organised Crime (SOC), ensures Organised Crime Groups (OCGs) continue to be identified and disrupted. With socio-economic challenges faced through the cost-of-living crisis it is expected OCG numbers will continue to rise.

Step 1: Assessment of demand, including forecasts

To effectively manage OCGs Kent Police has a dedicated OCG Management Unit (OCGMU). The unit has been very successful in increasing the identification of OCGs, tactical vulnerabilities and persons of interest. **Section 31 Law Enforcement FOIA.**

The force demonstrates strong performance in disruption activities, achieving 832 disruptions (103 Prepare, 105 Prevent, 252 Protect and 372 Pursue) in 2024 against the force's scored OCGs.

In 2024/25, the Kent SOC team were responsible for 150 arrests, resulting in 171 charges and those found guilty being sentenced to over 203 years imprisonment. A total of 124kg of Class A drugs were taken off the streets of Kent, along with 1,977kg of Class B drugs; £320,970 and 13 firearms.

The primary SOC threats are drugs, fraud, organised acquisitive crime, money laundering, modern slavery and human trafficking (MSHT), as well as organised immigration crime (OIC). Lead Responsible Officers (LROs), who are usually Chief Inspectors, own bespoke 4P plans (Prevent, Pursue, Protect, and Prepare) to tackle and disrupt OCGs. They have received training, including the Clear, Hold, Build Hydra training, to improve the multiagency response to community-based SOC offending.

The force has invested in Protect and Prevent officers in all areas to enhance overall development to tackle threats as they emerge. In terms of planning to meet future SOC demand, the force uses national and locally produced analytical products to calculate expected future demand. The ongoing socio-economic challenges faced through the cost-of-living crisis, balanced against the outcomes achieved in 2024, suggest future demand will increase.

A Strategic Intelligence Requirement (SIR) is in place for the primary SOC threats. These are the traditional SIRs linked to drugs and firearms, but also bespoke SIRs for MSHT, cyber, money laundering and fraud. Regional intelligence analytical products are used to align the force SIRs with future threat predictions.

The force National Ballistic Intelligence Service (NABIS) co-ordinator continues to ensure compliance through the assessment of firearms and ballistic material against the NABIS criteria and timely inputting using the NABIS database.

Kent Police works closely with Operation Opal, the National Intelligence Unit for Serious and Organised Acquisitive Crime (SOAC) where there is a series of offences impacting on two or more police force areas.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
SOC	33.00	-18.64%	7.17	-	-	-
Section 31 Law Enforcement FOIA						

The force has experienced high vacancies due to changes in the policing model and increases in frontline teams. There are three dedicated SOC investigation teams within the Serious Crime Directorate (SCD) that lead on proactive and reactive investigations against high harm OCGs. This past year has seen an increase in less experienced officers join the department, together with a shift towards recruiting officers working towards detective accreditation. This reduced experience poses a low risk, however peer support and investment in training is addressing this.

Section 31 Law Enforcement FOIA.

SOC performance is monitored at local management team meetings and SCD Senior Leadership Team meetings, which have a performance focused agenda. The force ensures compliance with the Strategic Policing Requirement to meet national responsibilities.

Step 3: How the workforce and other assets will meet anticipated demand

Year on year increases in the number of scored OCGs, tactical vulnerabilities and persons of interest, represents an increase in demand. However, it is also a product of increased awareness, better identification and enhanced recording practices. Whilst the force is meeting current demand, the NCA National Strategic Assessment indicates SOC threats are expected to increase over the coming year. There will be a need to prioritise and focus efforts to tackle the highest harm offences. This approach will be led through the SCD and force level tasking process and governance structures, to ensure work is prioritised accordingly.

National guidance has been published and a bespoke training programme is being delivered across the force to upskill LROs. SCD has delivered force wide training and promoted the variety of enforcement activity that can lead to a disruption being achieved. The increase in recorded disruptions, together with an improvement in quality of 4P plans has demonstrated the impact of this training. Further work is being undertaken to implement the national 4P plan digital solution, which will standardise and improve the quality of 4P plans.

Due to the enhanced capabilities within Kent Police, through SCD collaboration, the number of referrals to the Eastern Region Organised Crime Unit (ERSOU) for support remains low. However, there is ongoing work to increase requests for support and to map 'unmet demand'. The SCD tasking process continues to prioritise appropriately, focusing on threat, risk and harm. ERSOU attendance continues, resulting in improved regional support to intelligence and investigation teams. Increased knowledge and understanding of capabilities held by ERSOU has further supported engagement and requests for service through regional tasking.

Clear, Hold, Build (CHB) is a multi-agency tactic created by the Home Office. Kent has embedded this approach of tackling OCGs, which will complement the 4P plans and the partnership structures that already exist. LROs have received the CHB Hydra training, delivered alongside partners from across local authorities, to increase partnership working in tackling SOC threats. Disruptions are recorded under the Prevent and Protect headings.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

There is a need to reduce vacancies across the teams to meet future demand. This will be further enhanced through increased referral and support requests to ERSOU and the wider network.

The force recognises the importance of focusing on the threat, harm and risk involved. All investigations have appropriate oversight in place and governance via SCD tasking process. Unexpected demand can be supported with risk-based decisions to prioritise work effectively.

An increased focus on intelligence de-briefs and maximising upstream opportunities will assist in identifying OCG-linked middle market offending at the earliest opportunity, with a focus toward the distribution of heroin and firearms.

The strategic management of county lines has now moved under the command of SCD. This will assist in bridging the gap between the OCGs supplying drugs into county lines and increase Kent's intelligence understanding of their interoperability.

Section 8 – Managing Serious and Organised Crime: Modern Slavery and Human Trafficking, Organised Immigration Crime

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Increased collaboration with the nationally funded Modern Slavery and Organised Immigration Crime (MSOIC) team will help ensure the force is best placed to support victims and identify organised crime groups linked to Modern Slavery and Human Trafficking (MSHT) and Organised Immigration Crime (OIC), at the earliest opportunity. A sustained focus on these crimes combined with victim engagement will enable the force to meet future demand.

Step 1: Assessment of demand, including forecasts

Since last year's FMS, the dedicated MSHT team has been subsumed into the force Serious Organised Crime (SOC) teams. The strategic and tactical lead remains within the Serious Crime Directorate (SCD) actively involved in tackling MSHT, working in collaboration with partners to combat offending.

The SOC team investigates all offences that sit within Level 2 criminality, those identified as serious and organised criminality, and/or of a complex nature. To enhance the approach to MSHT and OIC, the force has dedicated staff who work within the Multi-Agency Hub (MAH), which is led by Home Office Border Force and Immigration staff, with additional representation from the National Crime Agency (NCA) and wider partners.

Over the previous four years recorded MSHT had gradually increased in Kent, however it stabilised during 2024. The exception being the recording of non-crime incidents, which has seen a slight increase. These non-crime incidents reflect the reporting of offending that has occurred outside of the UK and is usually linked to a victim's journey and exploitation prior to arriving in Kent. The force maintains high crime and incident recording levels, with the increase reflecting the force's approach to engaging victims and identifying offending, ensuring appropriate safeguarding and victim support is provided.

The most common category of MSHT was 'outside UK', which largely relates to those arriving via irregular migration in small boat crossings. With continuing global instability, including the ongoing war in Ukraine, together with established OCG networks across Europe facilitating travel to the UK, this may continue to increase in the coming years. However, it is not possible to forecast with any certainty. Kent's proximity to the EU border and the prevalence of migrant reception centres, such as Manston, place significant pressures on Kent Police in responding to associated reports of exploitation and vulnerability.

Reporting levels of other exploitation categories have been comparatively stable. Criminal exploitation continues to increase with a large proportion of reports relating to young British nationals involved with dealing drugs, and many of these are thought to be linked to county lines. Other categories include labour exploitation, unknown exploitation, sexual exploitation, and domestic servitude. Whilst force understanding of criminal exploitation is good, there are some gaps in the intelligence picture for other areas of exploitation.

The investigation of modern slavery is challenging and often protracted due to its complexity. Kent Police makes effective use of the National Referral Mechanism (NRM) to support victims of MSHT, together with support from voluntary sector providers, such as Justice and Care, the Medaille Trust and Barnardo's.

Whilst growth in modern slavery and human trafficking incidents has increased slightly year on year, the volume remains manageable within existing structures and using current resources. An increase in county line activity driven by the police will see an increase in the number of human trafficking offences identified.

Kent Police has a dedicated resource in the Prevent and Protect team, which in turn has identified leads in SOC and MSHT. These are subject matter experts who educate the workforce and deliver inputs to a range of external partner agencies. The team promotes new guidance and best practice through the intranet.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
SOC	33.00	-18.64%	7.17	-	-	-

The force has experienced high vacancies due to changes in the policing model and increases into frontline teams. There are three dedicated SOC investigation teams within SCD that lead on proactive and reactive investigations against high harm OCGs. This past year has seen an increase in less experienced officers join

the department, together with a shift towards recruiting officers working towards detective accreditation. This reduced experience poses a low risk, however peer support and investment in training is addressing this.

The removal of a dedicated MSHT team and the realignment of resources to form three SOC teams across the force is reflective of the poly-criminality experienced in Kent. The effective tasking process has ensured MSHT and OIC remain priorities.

The teams have sufficient equipment to perform their roles in both reactive and proactive investigations.

MSHT is a more recognised and established crime type for police investigation over the past few years. Frontline officers are trained in how to respond to concerns of MSHT and there are proactive operations in place across Kent, which seek to protect victims, disrupt offenders, and prosecute them. Combatting and investigation of this crime type is embedded in the normal structures of policing with investigations taking place across the Division-based Criminal Investigation Departments (CID), Vulnerability Teams and the SCD.

MSHT reporting, and therefore charging, levels remain low. Gaining the support of victims is a challenge and work is ongoing to improve the force's response to victims through partner agencies. The force is also working with the Crown Prosecution Service to focus investigations and capture necessary evidence to seek Evidence Lead Prosecutions (ELPs) when the victim will not provide evidence.

Step 3: How the workforce and other assets will meet anticipated demand

The Head of Department is the chair for the regional tactical delivery group, ensuring consistency across the region, the sharing of best practice and the effective use of resources to tackle this criminality.

Whilst the force has subsumed the MSHT resourcing into the three SOC teams, there is an appointed Detective Chief Inspector as the tactical force lead for MSHT/OIC. They lead on the partnership demand within MSHT, developing effective working relationships and collaboration at a tactical and operational level.

MSHT training will continue within all force detective courses as part of the detective career pathway, police recruits, command training and bespoke inputs on vulnerability courses. There is increased collaboration with the MSOIC team, with updated operational guidance, policy and best practice shared. Kent Police has secured additional funding through the MSOIC to lead on proactive operations to tackle OIC offending.

The force will continue to support the national enforcement activity but also look to enhance proactive operations, to develop the intelligence picture and meet the Strategic Intelligence Requirement (SIR).

Well established governance arrangements allow continued monitoring of demand and a proportionate response.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

With support from the MSOIC team, the force will be able to increase training provision and be able to access support literature and guidance for frontline staff. This will ensure the force is best placed to support victims and identify organised crime groups linked to MSHT and OIC, at the earliest opportunity.

It is anticipated the team will be able to meet future demand, including any projected increase in crimes.

Section 8 – Managing Serious and Organised Crime: Fraud, Economic and Cyber Crime

MoRiLE Assessment		
Risk Score	Current	Future
1	AMBER	AMBER

Fraud accounts for over 40% of all crime in England and Wales. Whilst current capacity and capability is managing increase in demand, uncertainty surrounding potential developments nationally mean future requirements are difficult to predict.

Step 1: Assessment of demand, including forecasts

The Serious Economic Crime Unit (SECU) comprises Fraud Triage Team (FTT), Financial Intelligence Team (FIT), Economic Crime Team (ECT), Serious Fraud Team (SFT) and the Proactive Money Laundering Team (PMLT). Support is provided by the Proceeds of Crime Team (POCT), which manages court orders, asset recovery and cash seizures. The Cyber Crime Unit (CCU) manages cyber-related criminality.

Action Fraud saw a 0.2% decrease in reporting in 2023/24. Other reporting agencies and surveys, including UK Finance and the Crime Survey for England and Wales (CSEW), saw increases between 10% and 19%. Kent continues to be ranked as 6th highest nationally for reported fraud. Increases in fraud crime reporting are expected to continue for the foreseeable future.

An estimated 67% of reported fraud in the UK is cyber-enabled, with authorised push payment frauds continued to be driven with abuse on online platforms. The priority frauds impacting the UK remain on the same trajectory in Action Fraud reporting. Investment fraud and romance fraud are at the highest levels seen since the pandemic, with courier fraud and payment diversion fraud still recorded below pandemic levels.

Action Fraud has been replaced by the Fraud and Cyber Crime Reporting and Analysis Service Programme (FCCRAS) as the national reporting centre for fraud and cyber-crime. It is hoped this will improve the quality of investigations disseminated to the force but has the potential to increase investigative demand.

POCT supports the targeting of criminal property and monies along with the recovery of assets to prevent criminals in Kent benefiting from crime. Compared to workloads in 2023, where the POCT saw a 25% increase for investigations, this trend has continued with a further increase of 7% in 2024. Confiscation investigations also saw an increase of 21% in 2023 and has had a further 8% rise in 2024.

Most investigations the CCU manages are social media hacking (SMH) takeover offences (Computer Misuse Act) disseminated to Kent via the National Fraud Intelligence Bureau (NFIB). Kent receives an average of 39 per month, the highest average in the region. However, due to backlogs with NFIB, CCU was required to absorb a further 550+ reports within three months and continues to see an average of 70 disseminations a month. It is anticipated these levels will remain for the foreseeable future.

The PMLT is tasked with investigating money laundering offences amongst scored OCGs. Since moving to SECU in 2023, the PMLT has had to manage legacy cases but has now adopted significant money laundering offences. The team seeks to target cash-based money bureaus.

Kent Police saw an increase of 12% NFIB Pursue dissemination for financial year 2023/24, this is on top of the previous years' 33% increase. All receive further investigation from the triage team, but dissemination standards remain poor, resulting in high No Further Action (NFA) outcomes with limited impact on investigative teams for further adoption. Work is ongoing within FCCRAS to improve the standard of pursue disseminations, and if that happens this could add significant demand to the team.

There is an ambition for more calls for service to be adopted into ECT, which will see demand increase. This is supported by the embedding of the National Intelligence Model (NIM) and tasking to ensure those causing most harm are adopted by SECU.

Kent is to embark on a two-year pilot team, Economic Disruption Cell (EDC). The EDC would triage and review all Suspicious Activity Reports (SARs) based on the Control Strategy and where suitable, research and develop to build packages for the proactive targeting of organised crime through civil or criminal investigation. It is anticipated a significant amount of work generated will remain within SECU.

Kent has made good investment in this area of business over several years and has been independently graded by the City of London as 'Strong' to deal with the current fraud threat.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Economic & Cyber	41.00	-14.45%	9.86	28.00	-11.05%	3.31

Overall, current establishment is strong. Longer-term abstractions in other departments have resulted in work being absorbed by other teams within the wider SECU function **Section 40 Personal Information FOIA**

There are dedicated teams within SECU that have received significant training from accredited providers. There is sufficient resilience of skilled staff within SECU.

A nationally recognised problem is the two-year training of Financial Investigators (FIs). The POCT currently has 14 FIs with full powers and is in a good position to manage current demand. Kent has good retention of current FIs, regardless of higher pay opportunities in the private sector.

SECU capacity is based on 2018 fraud levels. As demand increases, SECU has reached, and to some extent exceeded, the capacity to effectively respond in line with original SLAs. The aim is to update the allocation model based on complexity as opposed to criteria. However, this is currently supported using MoRiLE scoring to adopt high harm fraud and where necessary balance demand by reducing adoption numbers for calls for service but ensuring continued service delivery through support and oversight to Divisional colleagues.

SECU has sufficient equipment and assets to perform its role. The CCU forms part of the national response to cyber crime incidents to comply with the Strategic Policing Requirement, working collaboratively with others as part of the national cyber crime programme

Step 3: How the workforce and other assets will meet anticipated demand

Over the next four years projected demand is set to rise, however the current model means forces rely heavily on what is disseminated to them, which on average is 5% of the reported fraud for the force. This percentage currently is set to remain, however with the launch of the new national campaign, it is expected the overall reported figure will mean losses are decreased. This has the potential to result in a higher dissemination of viable cases.

Preventive work remains key to managing demand and Kent invests heavily in it with dedicated Prevent and Protect Teams for both fraud and cyber crime.

SECU will continue to build on the upskilling and support of the wider force to manage expected demand increase. Fraud investigations often take a long time to investigate. With the legacy of Covid-19 continuing to exacerbate the Criminal Justice System, some investigations do not reach court for several years. Victim attrition rates are affected due to the delay in court proceedings. In consideration of this, the fraud teams continue using other means to secure justice such as disruption tactics, out of court disposals, and using the legislative framework of partner agencies.

Kent Police, with other regional forces, continues to fund the Eastern Region Cyber Resilience Centre, which aims to increase cyber protection for small or medium enterprises across the region, and the national Police Cyber Alarm Project, which seeks to alert local businesses to any attempts to hack their systems, simultaneously notifying police for crime recording purposes.

SECU continues to move towards identifying and supporting workstreams that will have the highest impact on the vulnerability threat such as the EDC pilot, whilst supporting the wider force to deliver a quality service to victims of fraud and cyber crime.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Globally this area rises in complexity and demand. As advancements are made in Artificial Intelligence (AI), it is anticipated this may start to feature in criminality regarding economic crime types. Currently, there is no evidence of this within current disseminations, and it is difficult to predict its impact, both in volume and severity. The Eastern Region discusses new and emerging trends or threats, and the general policing response, considering any information received or reported to understand the full picture regarding this type of threat. Whilst it is hard to say if the force would be well placed to manage additional demand in this space, the current structure means Kent Police should be aware from an early stage if developments are likely to impact the county.

Section 8 – Managing Serious and Organised Crime: County Lines and Gangs

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

A sustained focus on county lines and gangs, together with strong partner agency working ensures the force can engage victims, identify offenders, and safeguard those affected by this criminality.

Step 1: Assessment of demand, including forecasts

Historically county lines would travel between counties, but now external drug county lines are being created internally and setting up on a local level. The threat, risk and harm of drug lines overall has increased as the force better understands the offending, exploitation and safeguarding risks.

Section 31 Law Enforcement FOIA. In the last six months approximately 5.62kg of class A drugs, 19.8kg of class B drugs and 26 weapons have been recovered from county lines.

The increasing presence of nitazenes and synthetic opioids within county lines drug supply poses a significant risk. As part of the national working group, Kent Police has amended its drug death policy to maximise evidence and intelligence to identify supply chains used.

Section 31 Law Enforcement FOIA. Gang individuals are tiered based on their threat, risk and harm. Tier 1 subjects are pursued by the Central Gangs and County Lines Team, whilst Tier 2 and 3 nominals are targeted by Division through diversionary methods to protect and prevent them from gaining higher status within the gang.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Proactive CID	162.50	-13.59%	6.91*	28.87	-7.59%	8.04*

The County Lines and Gangs Team was previously owned by the Crime Command and based across the Divisions. As part of the forcewide restructure, the dedicated resource has been subsumed into the proactive CID teams within the Divisions. As part of this change, the Central Gangs and County Lines Team has been created to provide an Operation Orochi approach to targeting county lines and to support the divisional teams.

The new model lacks a dedicated tactical lead at Inspector rank, who can monitor compliance and drive activity across the operational teams and support the regional and national engagement with NCLCC. This demand is currently being met; however growth is being sought.

Step 3: How the workforce and other assets will meet anticipated demand

Kent Police continues to support the national intensification weeks of action, complemented by regular local enforcement activity. The force will continue to employ a problem-solving approach, working collaboratively to minimise the opportunity for county lines offending to take hold within communities. Kent Police will work with statutory partners and non-governmental organisations (NGOs) to provide supportive diversionary schemes for those exploited through county lines.

There is increased collaboration with the National County Lines Co-ordination Centre (NCLCC). As part of the national working group and through collaboration with NCLCC, Kent Police ensures the workforce has updated operational guidance, policy and best practice for enforcement and safeguarding. Kent Police continues to secure additional funding through NCLCC to lead on proactive operations to tackle county lines offending, working with law enforcement partners together with support services from local authority and public health.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

It is anticipated the resources tasked with tackling county lines will be able to meet future demand. The prevalence of county lines drugs supply has remained consistent over several years, with marginal increases experienced.

Section 9 – Major Events: Roads Policing Unit

MoRiLE Assessment		
Risk Score	Current	Future
1	GREEN	AMBER

Roads Policing Unit (RPU) provides a specialist response to the Strategic Road Network (SRN). The Entry/Exit System (EES) at Kent portals is expected to cause disruption, however the extent and resulting impact on demand is uncertain.

Step 1: Assessment of demand, including forecasts

Kent has 6,126 miles of roads and the UK's longest Strategic Road Network (SRN) at 204 miles.

During the financial year 2024/25, Serious Collision Investigation Unit (SCIU) attended 38 road deaths (30% decrease from the previous financial year), and 957 serious injury collisions (16% increase from the previous financial year).

The volume of emergency calls on Divisions responded to by RPU officers (borderless calls) has increased by 10%. This has led to a reduction in prosecutions for each of the 'fatal four' offences (known to contribute to road death) during 2024/25 from the previous financial year. Speed prosecutions by officers have reduced by 1,013 (to 2,324) – although automated and fixed camera prosecutions have increased by 3,946 (to 72,857). Distraction prosecutions reduced by 353 (to 1,242), seatbelt by 410 (to 1,026) and impairment arrests by 456 (to 3,200).

Operation Fennel continues as the multi-agency response to adverse traffic volume when vehicles are delayed leaving the country via the portals. While spontaneous events cannot be predicted, a structured multi-agency approach to forecasting pre-planned events allows all partners to respond to demand.

The new EES at both Kent portals is expected to cause significant disruption when implemented in autumn 2025. Partner work is progressing to prepare for it.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
RPU	81.00	-4.36%	7.06	10.00	-11.00%	9.44

Supply and security of officers is good, and serviceability of equipment is sufficient for service delivery. Attendance is good with low absence levels and strong welfare provision. Established governance manages and monitors performance.

Step 3: How the workforce and other assets will meet anticipated demand

Specialist skills such as lead investigator are being rolled out wider within the department to ensure resilience. Continuous Professional Development will be used so officers can perform multiple roles and provide support when required. Partnership work with National Highways and Kent County Council (KCC) to reduce the police requirement for traffic management is progressing.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Kent Police continues to work with partners within the Local Resilience Forum, Department for Transport (DfT) and Home Office to minimise the impact of anticipated disruption with the introduction of the new EES. If the progressive start of operations occurs in October 2025, 100% checks will not be until March 2026. DfT and Home Office colleagues will continue to update Kent Police during regular EES meetings. Whilst this introduces uncertainties around the start date, the proposal and change reduce the demand impact as proportionate mitigation measures have been introduced by the EU. Both resourcing and business continuity impacts are also reduced. Kent Police is also working with the DfT and National Highways to reduce the policing footprint and is lobbying to receive full cost recovery for any policing of EES.

Due to improved service alignment between National Highways and KCC, Kent Police now deploys a lower volume of officers to deal with traffic management to both Operation Fennel and other incidents on the highway compared to previous years. Deployment is still significant; however, service delivery impact is effectively managed and work continues to reduce the demand on Kent Police.

The Lower Thames Crossing construction will increase demand. Completion is estimated for 2031 and an increase in RPU establishment will be required.

Section 9 – Major Events: Search and Marine Unit

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

The Search and Marine Unit (SMU) is a nationally recognised and experienced unit, able to flex and meet demand as necessary.

Step 1: Assessment of demand, including forecasts

The force polices over 350 miles of coastline (including estuaries and tidal river courses), several major strategic UK ports, Critical National Infrastructure (CNI) and the Thames gateway to London. Illegal fishing, public disorder, wanted persons, environmental (or other protest) and human trafficking continue to place demand on the coastal police forces and are expected to increase.

Kent Police continues to work with the National Crime Agency (NCA) and Border Force to monitor and tackle the distribution of illegal assets (drugs and firearms).

Requests for boarding of vessels will continue throughout 2025. Working in partnership with Counter Terrorism Border Policing (CTBP), the SMU provides a proportionate response to requests and national operations.

The SMU provides the capability and equipment for safely accessing, managing, and searching in hazardous environments. These include heights, confined spaces, tidal mud, water courses and CBRN incidents.

The SMU supports the force drone capability, managing licensing and auditing, and delivering training. Drone deployments continue to provide a cost-effective alternative to National Police Air Service (NPAS) and the force has increased their use in the financial year 2024/25 to 930 (24% increase from the previous year).

Kent Police has a cadre of Licensed Search Officers (LSO) for spontaneous and planned searches and can fulfil both county requirements and national requests. The SMU remains the primary search asset to provide support to the Paedophile Online Investigation Team (POLIT) for the execution of warrants.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
SMU	10.00	-10.00%	5.86	Section 40 Personal Information	0.00%	Section 40 Personal Information FOIA

There are no significant sickness
issues within the team. Staff welfare is prioritised, with governance provided through the Attendance and Wellbeing Management Group (AWMG) process.

The SMU has three officers who are Police Search Advisors (PolSA), managing spontaneous and planned search operations. SMU also has a Search Trainer and Co-ordinator who manages the training, licensing, on-call rotas and best practise for LSOs and PolSAs across Kent Police.

SMU has sufficient equipment to perform their role. As an offshore police presence, Kent has access to a single 10m Parkers 'Baltic Cruiser' cabined 2x350bhp RIB, as well as a smaller 4.2m inshore RIB, and inflatables.

Established governance is in place to manage and monitor performance. The SMU has performed 172 arrests in the 2024/25 financial year, executed 235 warrants for POLIT and provided on call PolSA shifts on 270 occasions.

Step 3: How the workforce and other assets will meet anticipated demand

Working alongside stakeholders such as the Navy, Border Force, and Maritime Coastguard/RNLI provides capacity, capability, serviceability, and staff wellbeing when appropriate.

POLIT warrants are planned – therefore demand is known, and the SMU has the capacity to meet it. Demand in this area has grown annually, a significant increase will be met by proactive teams under the control of the Planning Department.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Kent's search capacity is rarely exceeded. This function is stretched only when significant demand happens to coincide, such as the deployment of mutual aid, large-scale search operations and local operations.

Section 9 – Major Events: Tactical Public Order

Kent Police remains capable of meeting local and regional commitments. The force is working with other regional forces to look at collaborations to gain efficiencies.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Step 1: Assessment of demand, including forecasts

Kent Police has undertaken a Strategic Threat and Risk Assessment for public order. The force provides public order resilience to manage risks, whilst supporting the South East region and national mutual aid programmes. The four key areas of force priority are cultural nationalism, environmental, anti-government, and anti-racism.

In the financial year 2024/25, the force has seen 26 environmental events organised by local groups across Kent. These events have little, or no police attendance and consist of group members canvassing and inviting members of the public to approach and discuss environmental issues. Some protests will evoke emotive reaction requiring a low-level neighbourhood policing response.

There is an operation in place for Kent Police's response to all activity relating to the Palestine and Israeli conflict. The internationally inspired Public Order/Public Safety thematic showed an increase in demand over the previous 12 months, with 130 events in Kent. Direct action has been taken several times in Kent over the last 12 months, causing extensive damage at Elbit and BAE Systems sites. The command structure for Kent's response to this unrest have attended CPD events, a tabletop exercise and knowledge share events throughout the year. A designated Senior Investigating Officer (SIO) has also been allocated.

The HMICFRS inspection report on the Southport knife attack and subsequent unrest highlights the need for improved preparation and training for Public Order Public Safety (POPS) officers to handle large-scale public disorder. A working group has been established to manage Kent Police's response to these.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Public Order	6.00	-16.67%	18.84	34.16	-11.94%	4.39

Kent Police remains capable of meeting the regional commitment of police support units with the required skilled officers (for example, Level 2 Public Order), supported by accredited commanders. Kent also provides specialists in protest removal, public order medics, protest liaison and evidence gathering.

The force ensures compliance with the Strategic Policing Requirement (SPR) to ensure national responsibilities can be met. Kent's own Strategic Risk Assessment sets desired levels for all specialisms and command levels related to public order.

Step 3: How the workforce and other assets will meet anticipated demand

Public Order Strategic Threat and Risk Assessment covers succession planning, identifying commanders, specialisms and forecasting through anticipated retirement, promotion, and redeployment of officers. Capability and capacity of commanders and specialisms at all levels undergoes frequent review. This governance structure ensures Kent is meeting SPRs and ensuring the capabilities and capacities are reflected on Mercury.

Kent Police will continue as a licensed provider for Public Order Command Training to enable other forces to maintain their resilience.

After every protest and public order deployment, a national post-event learning review form is submitted to the National Police Co-ordination Centre (NPoCC). Community Impact Assessments have been developed for protest, to help understand the impact of protests on communities.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Protest groups now actively use technologies to conceal their intentions until the event has become spontaneous. There is no demand that is expected to be unmet, however Kent Police has developed weekly protest and tension reporting through the Force Intelligence Bureau. This allows ongoing focus, review and assessment for key protest theme areas.

Section 9 – Major Events: Armed Policing

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Kent Police can meet the national and regional commitment to protect and prevent a terrorist threat. There is capacity to attend firearms incidents as well as other calls for service.

Step 1: Assessment of demand, including forecasts

Kent Police provides a 24/7-armed capability across Kent and the 7 Force Region. **Section 31 Law Enforcement FOIA.** Through the Chief Firearms Instructor and the 7 Force collaboration there is effective succession planning to maintain specialisms.

Whilst the 7 Force collaboration holds the College of Policing course delivery license, Kent hosts the training facility for the Initial Tactical Firearms Course (ITFC) and the Cadre Tactical Firearms Course (CTFC). Kent also provides initial and refresher training for all cadre fields responsible for providing tactical advice.

In the financial year 2023/24 the total number of deployments has increased by 8%. Spontaneous deployments have increased by 25%.

3D printing of weapons continues to impact Kent. It is likely 3D technology will be further exploited in printing accessories and production of hybrid weapons.

Domestic theft of shotguns is likely to continue as a criminal source of firearms. Converted blank firing handguns and ammunition continue to be reported in the region.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Armed Policing	108.00	+12.04%	4.23	3.00	0.00%	11.00

Due to the physical role requirements of armed officers, it is common to have a number that are not deployable due to injury. All officers are supported by the force occupational health framework and post incident management processes where necessary. A Wellbeing Officer has been introduced within Tactical Operations and will review and refer any incident where trauma may have been experienced. Post incident management process and support is available to officers in the event of a death or serious injury through police contact.

The force has the capacity to supplement armed response officers, with operationally deployable officers from the force's Firearms Training Unit, if not engaged in training.

Kent can meet the national and regional commitment to protect and prevent a terrorist threat, as well as attendance to firearms incidents and other calls for service. Armed Policing will support a move to critical should the national threat level increase and support can be offered to surrounding forces in the event of an Operation Plato declaration.

Staff are accredited, experienced and undertake mandated training every 10 weeks, including their College of Policing, Strategic Threat and Risk Assessment and Mandatory Refresher Training as required at commanding ranks. Kent Police has invested in specialist clothing and equipment, using the armed response uplift funding to future proof the department.

Kent Police is supported by the South Eastern Counter Terrorism Hub for specialist firearms officers and tactics should the need arise either spontaneously or through a planned deployment.

Kent Police is part of the National Airbox User Group. Airbox is a situational awareness application that enables users to track and locate resources. It can be used for mapping, navigation, drawing tools to mark-up maps (so all users can see them), live streaming to all users and members of the public, and direct feed video footage of an incident.

Armed Policing continues to make a significant contribution to Kent Police's performance. Within the last year, armed response officers made over 780 arrests and performed over 871 stop and searches. They carried out more than 6,310 hours of security patrols to ensure borders and infrastructure remain safe. They have also been deployed to 260 spontaneous firearms incidents.

The team also supports specialist crime teams by commanding and deploying to planned firearms operations. The highly skilled Firearms Training Unit has

delivered over 12,375 hours of firearms training and 216 hours of specialist firearms tactical advice training.

Step 3: How the workforce and other assets will meet anticipated demand

There are governance systems and processes in place to monitor expected and unexpected changes in demand. The Armed Policing leadership team monitors demand and reports into Strategic Boards. Meetings including the Firearms Review Panel and Tactical Firearms Commanders forum are used to share and discuss learning and provide opportunity to shape Armed Policing from contributors outside the Tactical Operations command.

The strategic plan for Armed Policing is the Strategic Threat and Risk Assessment, reviewed every six months by the ACC and developed through governance arrangements within the 7 Force collaboration. Analytical products are produced to better understand the commodity and discharge of firearms through the Strategic Threat and Risk Assessment.

Kent continues to work with partners of high footfall and iconic sites to promote joint protective security patrolling and response planning to meet demand.

Kent Police continues to strive to achieve full Authorised Firearms Officers (AFOs) establishment. The initial firearms training course is rightly demanding, fitting with the skillset required for the role, and the pass rate often reflects this. This can provide a challenge with keeping establishment figures high but is mitigated by a steady stream of applicants and courses run regularly.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Armed Policing within Kent receives several funding streams including Protective Security, Armed Policing uplift and Critical National Infrastructure. Through engagement with stakeholders this is closely monitored to ensure appropriate finance is in place to maintain service level agreements.

Kent Police responds to the challenge presented by the rigorous initial firearms training course by providing unsuccessful candidates with coaching, support, and upskilling to maximise retention.

Section 31 Law Enforcement FOIA Kent Police will be looking at weapon replacement within the coming years. This will require significant capital expenditure and an increased demand on training in the financial year 2027/28.

The current CED provision in Kent is the Axon Taser X2. This is now an ageing device, and it is expected the Taser T10 will have ministerial sign-off in the coming months. This will be a significant programme of change with a high capital expenditure to cover the devices, associated equipment, changes required to the estate to store and charge the device, as well as upskill training delivery.

Section 9 – Major Events: Firearms Licensing

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	GREEN

Kent Police has reviewed firearms licensing procedures following the Keyham Inquest. The Firearms Licensing Team has the capacity and capability to manage the license holders in Kent.

Step 1: Assessment of demand, including forecasts

There are 24,295 license holders in Kent holding 70,546 firearms. The Firearms Licensing Team manages registered firearms dealers, museums, Home Office firearm clubs, clay pigeon shoots, international visitor permits, and explosives.

The Home Office announced significant increases in firearms and shotgun licence fees from 5 February 2025. The demand impact of this is currently unknown, however, following the introduction of medical reports demand decreased.

Current demand includes home visits, interviews, and enquiries. There is continued partnership work with medical professionals on a person's fitness to safely possess a firearm. This has increased registered firearms seizures/surrenders for the purpose of review/revocation. **Section 31 Law Enforcement FOIA.**

Updated legislation has lengthened the firearms licenses processes, with increased scrutiny and enhanced investigation around suitability to possess firearms and explosives. The statutory guidance will be updated in 2025, and Kent awaits the details to assess future demand.

Technologies used to assist in the demand for firearms licenses are Cyclops and Single Online Home. Cyclops is no longer fit for purpose and support is being phased out. In response, Kent Police and Essex Police have developed a replacement system using Office 365 which is currently being rolled out.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Firearms Licensing	-	-	-	31.30	-10.28%	4.58

There is ongoing recruitment to narrow the vacancy rate, and all staff have received appropriate mentoring and development, as well as training in delegated authority, National Decision Model and risk management.

A new nationally accredited
firearms licensing course for all decision makers has been developed by the College of Policing and will be rolled out over 2025/26. The financial cost of this course is significant and the time to accredit a Firearms Investigating Officer has been estimated at between three and six months, which will cause a significant abstraction during a period of high demand.

The Firearms Licensing Team focuses on risk. Current turnaround times for renewals is 31 (previously 46.5) working days and for grant applications it is 66 (previously 148). There are no unlawful expired certificate holders and Kent has eight temporary permit holders, which compares favourably against similar forces.

Step 3: How the workforce and other assets will meet anticipated demand

Shared IT systems allow Kent Police and Essex Police to pull resources together when peaks appear. Despite the rise in licensing fees, these funds will only cover a portion of the department's operational expenses, including the new mandated training.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Due to decreased demand during the last part of the five-year demand cycle, the team has been focusing on some of the lower risk processes, such as new license grants, which had seen delays. Having now effectively caught up with demand, the team is preparing for a period of high demand. Community engagement has been revisited with the reintroduction of the Firearms Licensing Advisory Group.

Section 9 – Major Events: Counter Terrorism and Border Policing

MoRiLE Assessment (TBC)		
Risk Score	Current	Future
6	RED	AMBER

Counter Terrorism and Border Policing work in Kent covers the largest UK maritime passenger and freight port (Dover) and the only international rail terminal (Eurotunnel), whilst also providing CT policing oversight of numerous small marinas and airfields within the county. The unit is also fully engaged with other agencies to meet the demands of continued small boat crossings. The Kent CT Borders teams continue to review working practices and efficiencies following resource review recommendations made in 2024 for 2025.

Step 1: Assessment of demand, including forecasts

Whilst the data picture continues to improve for travel through the Kent ports, demand can be unexpected and vary at short notice. The 'turn up and go' method of travel, together with border alerting, can create sudden demand spikes, which CT resources are required to respond to.

Migrant arrivals via small boats have increased by 25% between 2023 and 2024 (from 29,437 to 36,816.) and the demand can vary significantly due to changing weather conditions. At the time of writing, 2025 has seen an increase of over 20% in migrant arrivals, when compared to the same period in 2024.

There is continuing demand from high harm crime alerts, with 2024 seeing the receipt of 2,115 – an increase of 8% from 2023's figure of 1,959. Currently, all alerts require assessment by the Regional Control Desk to manage demand.

Demand in other business areas remains high and in 2024 Counter Terrorism and Border Policing (CTPB) in Kent made 333 arrests and carried out seven cash seizures. Whilst CTPB officers are not resourced to target crime, high harm crime and safeguarding matters are actioned.

CTPB continues to engage with key partners and stakeholders to develop technological initiatives to improve efficiency and safeguard the border. This ensures resources are directed towards the prevailing threat, risk, and harm.

The Entry Exit System (EES) relates to biometric checks at the border for all non-EU citizens entering the EU. This was due to be implemented during 2024 but was delayed and the EU Commission announced in November 2024 a 'progressive start of operations' due to be implemented in 2025. Kent CTPB continues to monitor this project to ensure working practices dovetail into the new processes and physical environment at the ports.

Following reviews of CT Borders in every region, work continues to ensure the CT funded resource is primarily focused on CT priorities. As a result, there is extensive engagement to realign work and ensure the most appropriate resource is used to meet demand in the border space. This will continue throughout 2025. Prioritisation of CT matters will allow resources to meet future demand, such as:

- An improving data picture allowing CT Borders officers to meet more alerts generated by travellers of interest.
- Working with other border agencies to meet small boat demands, focusing on managing risk, and working with Home Office resources.
- Ship boarding requests will steadily increase during 2025 and will require Kent CTPB officers to attend commercial shipping ports on the North Kent coast. Partnership working with the Kent Search and Marine Unit will be key to providing an appropriate and proportionate response.
- There is a realistic possibility that international trains will resume stops at Ebbsfleet and Ashford International. Evolyn, a new international train operator, is seeking to introduce an international rail service to rival Eurostar and at least two other companies (including Virgin Rail) are considering similar.
- Plans are progressing for Manston Airport to reopen in 2026/7, predominantly as a freight hub but with some tourist flights possible.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
CTPB	175.82	-1.66%	7.78	44.60	+1.11%	9.89

Current staffing levels are adequate, although challenges remain regarding releasing staff from other roles and the requirement for enhanced vetting. Once in post, individuals are well-supported with Continuous Professional Development opportunities and refresher training at appropriate intervals to maintain national

accreditation. Governance is provided by an effective and supportive Attendance and Wellbeing Management Group (AWMG) process. The wellbeing of the team is prioritised and there are no significant issues with sickness.

There are no significant issues regarding assets; with IT requirements being met by the force, or national CT. The vehicle fleet is efficiently managed and rotated, when necessary, to maximise the potential of available vehicles. The team has access to the specialised equipment required and is supported by the Procurement Team in sourcing and purchasing it.

Governance of CTPB performance is directed through local, regional and national reporting mechanisms and against a specific performance framework. CTPB performance data is not routinely published, however, the structured framework allows identification of patterns and trends within the CTPB priorities. This in turn shapes strategies to maximise performance outcomes, through intelligence-led centralised tasking.

Step 3: How the workforce and other assets will meet anticipated demand

It is a challenge to adequately staff the three main port locations, particularly when demand from the small boats is high. Kent CTPB collaborates with the wider Counter Terrorism Policing network to provide additional resources when necessary. This has seen officers attend from as far as Scotland and Wales to support the small boats effort.

The Inspectors, Sergeants and Regional Control Desk (RCD) manage resilience and demand by flexing and surging resources according to need. This will be increasingly necessary going forward, particularly considering the resource demands, the continuing small boat situation and the anticipated increase in international travel options due to be introduced at Kent Borders.

Kent CTPB has been an area of efficiency savings, which will take effect from the beginning of the 2025/26 financial year. In response the unit has been successful in seeking alternative funding opportunities to maximise resources at the border.

Specific funding was secured from the Home Office for 2024/25 for a team of officers to respond to the small boat crossings, and further funding has been secured for 2025/26. CTPB has facilitated a large number of visits for key partners and agencies in 2024, to learn and understand more about our unique demand and to enhance collaborative working.

The force ensures compliance with the Strategic Policing Requirement to ensure national responsibilities can be met.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Future demand on Kent CTPB remains dependent on three main factors:

- The impact of resource reductions and the continued Home Office funding for clandestine response matters.
- Increased demand associated with technological innovations and process improvements by partners related to small vessel clandestine migrant processing.
- Potential reopening of International Rail (Ashford and Ebbsfleet) and air travel (Manston).

The resourcing model (with all ports working the same shift pattern) enables CTPB to flex and surge as required. However, current and future resourcing challenges, coupled with an anticipated increase in demand, will prioritise a focus on inbound controls. The aim at a national level to flex and surge resources cross-regionally is unlikely to benefit Kent, given demand is fluid and unpredictable

Section 9 – Major Events: Civil Contingencies

MoRiLE Assessment		
Risk Score	Current	Future
1	GREEN	AMBER

Contingency Planning works in partnership with the Kent Resilience Team (KRT) to provide support to the force to ensure responses to civil contingencies and/or emergencies are suitable and robust. This work builds preparedness and provides assurance in Kent's readiness to manage such incidents. Both are resourced to an appropriate level to meet current demand. Scoping work is ongoing to ascertain future demand.

Step 1: Assessment of demand, including forecasts

The 2023 National Security Risk Assessment (NSRA) and Kent and Medway Resilience Forum (KMRF) community risk register contains several 'catastrophic' and 'significant' risks: **Catastrophic (5):** Failure of the National Electricity Transmission System (NETS), Pandemic. **Significant (4):** Conventional attack of the fuel supply infrastructure, failure of the gas supply infrastructure, high temperatures and heatwaves, coastal flooding, fluvial flooding, low temperatures and snow, outbreak of an emerging infectious disease.

Risks are assessed by the KMRF Risk Assessment Group, for which Kent Police is a key contributor, and plans developed accordingly.

Kent has several high risk locations requiring both single agency and multi-agency emergency plans.

Section 31 Law Enforcement FOIA. After it is finalised, training of FCIR staff and officers providing any initial response will be required.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Ops Planning	6.00	0.00%	5.95	11.37	+3.34%	22.79

Staff welfare is prioritised, with governance provided through the Attendance and Wellbeing Management Group (AWMG) process.

The KRT is reviewing work demands and future structure. There has been a recent reduction in Kent Police staff within the KRT due to departures. The vacant roles have been transferred to Kent Fire and Rescue Service (KFRS). Kent Police remains committed to the KRT and continues to work alongside multi-agency colleagues.

The Contingency Planning team regularly reviews contingency plans to ensure all remain appropriate and necessary, as well as applying an informed review period to increase capacity for opportunities around testing and exercising. Contingency Planning has sufficient equipment to perform its role, however experienced some unexpected resource challenges across 2024, requiring a shift in focus to ensure critical plans remain functional. The force ensures compliance with the Strategic Policing Requirement to ensure national responsibilities can be met.

Step 3: How the workforce and other assets will meet anticipated demand.

Training and Continuous Professional Development (CPD) is a priority to ensure staff meet the legal obligations of the Civil Contingencies Act 2004 (CCA). KMRF offer command training opportunities at strategic, tactical, and operational levels to police and partner agencies.

The KMRF Strategic Board continues to oversee the implementation of a new business planning model to ensure the force has a well-funded operating model to cover future civil contingencies challenges and requirements. Where appropriate Kent will work alongside Essex Police, South East regional forces, and other external partners to test their plans.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Demand has increased, as expected, following the Manchester Arena Inquiry. This includes a drive to conduct more testing and exercising within force, and with partner agencies. The Contingency Planning department expects to meet future demand following a review of current workload. Should any recommendations require significant resources and time, this will be a challenge.

Section 9 – Major Events: Operational Planning

The Operations Planning team has the required staff and skills to manage current demand. Spontaneous incidents still affect resourcing and capability, and legislative changes will impact the demand of planned events.

MoRILE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Step 1: Assessment of demand, including forecasts

Operations Planning deals with events requiring logistical planning and resourcing, either planned or spontaneous.

The main risk to resourcing and capability comes from spontaneous events, witnessed through recent protest activity from Pro-Palestine groups.

In the financial year 2025/26 the main foreseeable increase in demand is changes to planned events, which depends on the progress of "Martyn's Law". The law was committed to Parliament in September 2024 and is undergoing Parliamentary scrutiny. When introduced it will place an obligation on event organisers to assess potential counter terrorism threats and mitigate the impact of terrorist attacks during events or at fixed venues.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Ops Planning	6.00	0.00%	5.95	11.37	+3.34%	22.79

Staff welfare is prioritised, with governance provided through the Attendance and Wellbeing Management Group (AWMG) process.

The roles and responsibilities of the team cover serious crime operations and Control Strategy priorities, such as county lines operations and serious violence across the county. The team also includes football officers to oversee all licenced football matches in the county. This is a well-established team with experience and training, helping to secure high levels of resilience and efficiency.

A significant investment in the safety advisory group process has meant over 3,500 events are risk assessed appropriately and involve collaborative working with Kent Fire and Rescue Services, Southeast Coast Ambulance Service, and local authorities.

Operations Planning has sufficient staffing to manage demand for both planned and spontaneous events. The team has sufficient equipment to perform its role.

Step 3: How the workforce and other assets will meet anticipated demand

The process for assessing events and implementing support to operations has changed recently, providing a better understanding of the cost behind policing operations. This is now well implemented in the processes for planning spontaneous and planned operations.

The Force Resource Unit works closely with Operations Planning to ensure operations are resourced at minimal cost to the force, while still maintaining continued service delivery.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

There is an expected increase in demand over the coming year and beyond, with major sporting events expected in the county, and nationally. The Enthronement of the Archbishop of Canterbury will also be anticipated for early 2026, which will require extensive planning and resourcing. The teams are expected to be able to meet this demand in the coming year.

Section 10 – Knowledge Management and ICT

MoRiLE Assessment		
Risk Score	Current	Future
5	AMBER	AMBER

The risk is substantial and increasing across cyber security, national programme delays, key system instability, market unpredictability, and limited funding. The force plans to enhance resourcing in key risk areas.

Step 1: Assessment of demand, including forecasts

Kent Police, in collaboration with Essex Police, has a technology roadmap extending to 2030. It informs the potential investment requirement for the Mid Term Financial Plan (MTFP). This includes new technology and the replacement of existing end of life platforms, across force requirements and national IT programmes.

The national picture is less clear. However, solutions are in the pipeline such as the replacement for the National Firearms Licensing Management System (NFLMS) and the Emergency Services Mobile Communications Programme (ESMCP). National programmes are difficult to plan for and often do not fully consider resources required at a local level to implement, manage the change, and exploit and achieve benefits.

Strategic digital enabling technology projects continue to progress significantly in 2024/25. The anticipation for these projects is high, as they promise to address long-standing issues and bring significant improvements. Implementation, however, is expected to be a complex process requiring meticulous planning and co-ordination at various levels. The force has a formal prioritisation process, which assesses the organisation/operational value of proposals for technology, available finance, and organisational capacity to deliver, support and achieve the expected benefits.

The force saw a reduction in requests for user support in 2024 with the continued promotion of the support portal. However, request complexity has increased. This instability of two key systems (third party provided/hosted) and the increase in National Management Centre (NMC) alerts requiring a response (risen by 35% in 2024 compared to 2023) affects demand, with continued rises expected in 2025.

The positive market response to identify software/infrastructure vulnerability is also creating more remediation activity/patching. Security driven work such as Windows 11 and the technology refresh programme is a necessary but significant undertaking, consuming both finance and resources.

Compliance with the Security Assurance in Policing framework has driven substantial demand during 2024/25. Kent Police is in a good position, but this workload is predicted to increase over the next three years with the expected raise of the minimum compliance level.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
IT	2.50	-20.00%	16.50	116.41	-9.83%	5.98

Kent has been able to recruit skilled staff with better work/life balance offerings. However, the risk remains that the force is not paying market rates for highly skilled roles. Market supplements can and are being used as necessary to retain highly skilled staff, but this is a short-term measure. The other aspect is the demand for 'new' technology skills in the areas of cyber security, automation and AI – as policing will be competing with the private sector for this emerging but constrained skill set.

In the 2023 FMS it was reported it would take two/three years to recover from the post pandemic attrition. There continues to be a significant number of staff working in IT who are over the age of 50, indicating a highly skilled and experienced workforce, however there is a risk to manage with staff retiring in the next 5-15 years. There have been significant efforts to recruit– primarily internal recruitment with training and development plans.

The need to provide a balanced budget required the force to take a 7.2% IT department pay budget reduction and to increase the vacancy factor forcewide in April 2024. The force has since enabled ITS to recruit over the vacancy factor and has agreed to a number of additional roles to deliver and support new corporate technology platforms and improve the force's ability to manage and co-ordinate cyber security prevention activities.

The force has a flexible approach to training, outlined in the new ITS Training and Development strategy, using methods including classroom training, online

training subscriptions, desktop exercises, mentoring, and peer to peer. With the pace of technology, new solutions, cloud opportunities etc it is necessary to bring in delivery experts in new technologies to upskill staff.

As IT provision moves into a future state of managed solutions as opposed to in-house provided solutions (e.g. migrating to cloud hosting), this requires a different level of expertise that will need development. This is being addressed on a yearly basis.

There are no issues regarding the availability of suitable IT assets, systems and hardware over and above the usual refresh of product models that are part of their usual lifecycle. The force tracks capacity of core infrastructure to identify where additional capacity is required to plan investment and delivery.

During 2025 the force will implement a records management solution across its SharePoint environment to implement operationally focused, MoPI/CPIA compliant data management and inform decisions on future archiving solutions to mitigate a revenue funding risk.

Security of systems and infrastructure is a priority with significant resource capacity dedicated to Cyber Security Prevention and Detection. This ensures systems remain available and data is protected. This focus also extends to the force's mature position against the Security Assurance for Policing framework.

Step 3: How the workforce and other assets will meet anticipated demand

During 2025 a new prioritisation mechanism better aligned to force priorities will be launched to ensure the organisational benefits drive IT choices.

The Adopt, Exploit, Implement strategy will ensure the force considers all options to deliver new technology-based capability or to replace current technology:

1. **Adopt**: Looking for solutions already available or in the pipeline nationally.
2. **Exploit**: Leverage sophisticated platforms and develop new functionality on them. This can be done internally or with a supplier.
3. **Implement**: Look at innovations in policing and the marketplace to bring in the right solutions that meet organisational needs, are technically compatible, and secure.

An alternative approach to developing the portfolio is being trialled for 2025/26, taking a realistic approach to the quantity and complexity of projects against the available resources and allowing for an element of agility for new innovations that emerge during the year.

The force is actively working on several initiatives, new platforms and exploitation of automation technologies. The resources to develop, maintain and support these are considered during the development of business cases and included as needed to ensure solutions can be maximised through their lifecycle.

The force will be bringing in two new staff to manage and co-ordinate the ongoing cyber security work, both proactive and reactive. These staff will be in place ahead of the expected increase in Security Assessment for Policing (SyAP) maturity minimum compliance levels.

Kent Police is actively developing plans to enhance opportunities to exploit current and new technology. This will see significant investment from 2025 in staff across business and IT.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Future demand is difficult to determine due to budget uncertainty, political influence on policing priorities, rapid development and availability of new technology, change to the national programme, supplier driven changes in key platforms and operating systems, and the proactive and reactive cyber activity increasing. This is driven by geopolitical events, the value of policing data and the lack of security compliance across other non-governmental agencies.

The portfolio of technology change is governed and under strict change control through Chief Officer prioritisation process. This enables the force to have an agile approach to new initiatives if they add considerable benefit – usually by removing or delaying another project on the programme to a later year or establishing funding for additional resources, where appropriate.

The new platforms will require significant resource to deliver over 2025-2029, however they will provide opportunities for further exploitation – most notably where user level configuration or citizen development is enabled.

The increasing demand in relation to cyber vulnerability management and response, affects the capacity available within ITS and Information Security to deliver new technology. Resource abstraction to avoid, mitigate and respond to cyber security incidents, and the additional investment in resources in this area will alleviate some aspects of this demand.

The key likelihood of demand not being met in future years is because of financial constraints, capacity issues and ability to upskill up. The wider approach to development of staff skills would mitigate this further than in previous years.

Section 10 – Knowledge Management and ICT: Information Security

MoRiLE Assessment		
Risk Score	Current	Future
1	AMBER	GREEN

Volume of data held by Kent Police continues to increase yearly, as does public and partner organisation appetite for access to it. The current governance and structure continue to absorb the increases.

Step 1: Assessment of demand, including forecasts

Digital data ingested, stored, and shared by Kent Police is growing – aided by technological advancements. Between April 2024 and March 2025, Kent Police received 1,882 Subject Access requests, 2,277 Freedom of Information requests and 4,479 requests for other disclosures. Whilst the number of requests is stable, the complexity and volume of data being shared is more challenging.

Digital records retention management has been stable. Collection of data in the new systems does not require review for at least one to two years. However, the force's embedding of Microsoft 365 has increased records management demand in Information Asset Management. Focus has been on professional records management from its inception to decrease future demand for backlog reviews.

As digital data value increases so must the force's resilience to cyber-attacks; dependent on robust assurance of new, more advanced systems which will increasingly embrace opportunities to deploy robotics and AI. Supporting a knowledgeable digital culture in the force through training will help defend against cyber criminals attacking policing via methods such as phishing attacks.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Information Management	-	-	-	110.52	-8.36%	14.19

Retention of staff is consistently positive, with a clear progression pathway. As the value of teams learning together in a team zone becomes more apparent, opportunities are being explored to support a 60:40 home to office hybrid ratio.

The Senior Leadership Team meets monthly to cover any HR issues. It also meets weekly with HR to discuss staff who may need extra support and guidance. There is a form staff can complete, anonymously if required, where they can report concerns/issues directly to the Head of Department. Supervisors hold monthly 1-2-1s with their staff in person to check welfare and workload. There are no concerns regarding sickness or the wellbeing of staff. The team has sufficient equipment and non-workforce assets to perform its role.

Step 3: How the workforce and other assets will meet anticipated demand

Processes have been put in place to automate deletion in new systems where possible when they are designed, purchased, or implemented to prevent over retention of digital records.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Demand pressures in the short- and medium-term (12-24 months) are expected to be absorbed by structure changes within the department. Information Management has a mature, well embedded governance structure across the force supported by a well engaged executive. This supports innovation and a culture of horizon scanning for new opportunities to further refine and enrich current workforce practices most effectively to meet demand.

Section 10 – Knowledge Management and ICT: Performance Analysis

MoRiLE Assessment		
Risk Score	Current	Future
6	RED	GREEN

Developing analytical capability is a core element of delivering against the Neighbourhood Policing Guarantee and in developing data science methods for enhanced insight and increased productivity. The Data Lab is being established, which will enable this capability and forms part of the Analytical Team enhancement plan – also delivering against the force's savings plan.

Step 1: Assessment of demand, including forecasts

Demand for data continues to evolve and develop. The use of technology and the way data is processed enables greater insight and increased productivity. As the force reaches the delivery phase of Data Transformation, the performance and data demand will initially increase as the force consults and explores new opportunities to enhance the use of data and enable digital capabilities. Maximising these opportunities should reduce the need for extensive data processing.

To meet the demand, there is a need for a skills and capability uplift, which is currently in progress for analysts and consumers of data.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Performance Analysis	-	-	-	22.50	-30.33%	4.48

Nationally there is a significant demand for skilled analysts. With the introduction of enhanced technologies and digital capabilities, the market is highly competitive. This has led to challenges with retention of staff, which is expected to remain an issue.

An enhanced training regime is currently being developed under the Data Transformation Programme. Alongside the development of the Data Lab, this will give analysts the chance to expand and develop their skills and experience within the force, as well as providing retention and development opportunities.

There are no concerns regarding sickness or the wellbeing of staff. The Analytical Team has sufficient equipment and non-workforce assets to perform its role.

Step 3: How the workforce and other assets will meet anticipated demand

Anticipated demand assessment indicates a significant increase of over 10% for performance analysis and data over the next four years. The focus will shift from processing and providing data to delivering meaningful insights and analysis. This will enhance the force's ability to deliver improved productivity and efficiency. This assessment is based on the new national Neighbourhood Policing Guarantee and performance framework, the changes to HMICFRS PEEL data collection, the requirement to enhance democratised data through Power BI delivery, reworking existing Data Hub provision, and the requirement to develop data science methods.

The use of technology, digital enablers, skills and training uplift, and recruitment into vacancies (as per the agreed Analytical Plan) will ensure the force meets all known demand. This will also directly support the requirement in the new Neighbourhood Policing Guarantee to develop analytical capability.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Based on current knowledge of future demand, data analytical capability will meet that demand. The Data Transformation Programme may create opportunities to future enhance the way the force uses data, which may create demand that is unknown. This will need to be addressed in the future.

Section 10 – Knowledge Management and ICT: Intelligence Analysis

MoRiLE Assessment		
Risk Score	Current	Future
1	AMBER	AMBER

Skilled analysts are required to provide comprehensive evidence to support victims. The requirement for harm-based analysis, hotspot policing and revitalised National Investigating Model (NIM) practices, have all increased this demand.

Step 1: Assessment of demand, including forecasts

Intelligence analysis demand continues to increase. Almost all cases and investigations contain digital data, requiring Intelligence Analysts to provide evidence and interpretation to support. Intelligence Analysts and analytical products are at the heart of the NIM, requiring an enhanced analytical product to inform tasking, co-ordination, targeting and disruption of offenders.

The International Standards Organisation (ISO) Forensic Science requirements will have an impact on the Intelligence Analysis team as analysts will need accreditation to be compliant. Compliance is required by October 2025.

National profile requirement demand continues to affect analysts. Recent obligations around group-based child sexual exploitation (GBCSE) offending, and refresh of previous profiles, are a national requirement – often followed by inspections or audit compliance. Furthermore, requirements to support the Agency and Partner Management Information System (APMIS) with a new unmet demand assessment and county lines disruption sits with the Intelligence Analysts as the subject matter experts (SMEs) and APMIS asset owner.

The NIM refresh is predicated around the analytical products and service they provide. This has placed additional demand on the team. The national NIM work is also picking up pace and will be accompanied with new Authorised Professional Practice (APP) and capability requirements for Intelligence Analysts.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Intelligence Analysis	-	-	-	47.35	-23.06%	7.81

The College of Policing Intelligence Professionalisation Programme (IPP) requires all Intelligence Analysts to undertake a portfolio of evidence for initial accreditation and Continuous Professional Development (CPD) to maintain it. Whilst this creates demand, it is a welcome opportunity to ensure training levels, skills and confidence in analytical provision are robust. All analysts in Kent are IPP accredited.

Analysts are required to be seconded to force initiatives and Home Office funded teams. Based on short-term funding, this means substantive positions are often vacant due to the inability to fill short-term contracts. Maintaining capacity within the team remains a challenge. There are no concerns regarding sickness or the wellbeing of staff. The Analytical Team has sufficient equipment and non-workforce assets to perform its role.

Step 3: How the workforce and other assets will meet anticipated demand

Projected demand for the next four years is greater than 10%. However, using professional judgement, the command anticipates this will be managed, in part, with the introduction of smarter technology and digital assets to assist Intelligence Analysts in reactive data provision.

The team flexes to meet changing criminal methods, whilst maintaining accreditation and knowledge. The demand on the Intelligence Analysis team has always been high and there is no expectation this will change with the anticipated demand. The team reconfigures according to the business need and Control Strategy, using Management of Risk in Law Enforcement (MoRiLE) methods to identify risk and prioritisation.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The future demand is unlikely to be met in full. Agile working processes employed by the team means it can manage short-term and critical requirements – prioritising court dates and Control Strategy priorities. Due to the focus on data maturity and increasing use of digital technology, the focus is on the Data/Performance Analysts currently, with the vacancy rate being fulfilled within the Intelligence Analysts' team to support this.

Section 11 – Forcewide Functions: Estates

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Estate and Facilities Services delivers professional works and advice across the organisation. Focus areas include managing, refurbishing, rationalising, and maximising the operational benefits of the Estate. In the last year, significant progress has been made on all areas with statutory compliance improving significantly compared to the previous period.

Step 1: Assessment of demand, including forecasts

Delivering capital works and improving statutory compliance are the main areas of current demand.

Through carrying out detailed surveys for building works, Estate and Facilities Services has identified the priority areas for rectification and 2024/25 focus has been on delivering those capital works. The process for managing this demand is well established and has improved throughout 2024/25.

Monitoring of statutory compliance has increased improving understanding of the demand areas and therefore management. The force has a refreshed and comprehensive Fire Risk Assessment map, and a plan is in place to deliver the improvements required. Likewise, the force has a comprehensive understanding of asbestos through detailed surveys and a plan is being followed to ensure appropriate risk management in line with regulatory requirements.

In August 2023, the North Kent PFI contract was terminated and is subject to ongoing legal proceedings. As a result, North Kent Police Station is now part of the Kent Police owned estate and a rectification project is underway. The Estate now includes only one PFI building.

Carbon management and energy efficiency is part of the Estate rationalisation – incorporated into the refurbishment and modernisation works.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Estates	-	-	-	52.16	-22.94%	9.61

During 2024/25, the Chief Finance Officer (CFO) was given responsibility for the Estates Department. This has provided another layer of support and focus for the department with improvements in capital delivery, statutory compliance, and governance arrangements.

The workforce is highly skilled however, there has been increased reliance on external providers to provide professional services, particularly regarding asbestos and fire risk.

The team holds a similar vacancy rate to the previous year. Recruitment continues to be challenging due to the wider property market and the proximity to London-based roles, which pay London salaries and offer hybrid working.

The Kent Police Estate, like most police forces, is ageing and demand from refurbishing and remodelling the Estate, alongside the delivery of statutory compliance and the energy strategy will be significant and sustained.

Step 3: How the workforce and other assets will meet anticipated demand

An internal review of Estate and Facilities Services has been completed and a new structure was introduced in April 2025. This has created several new roles to enhance the function and will increase efficiency and effectiveness, enabling Kent Police to meet future demand.

The process is underway to procure a partner to work with Kent Police to deliver a new Estates Strategy. There will be a comprehensive medium term plan produced outlining key priorities to ensure demand is met. The Estates Strategy will be delivered working with all operational services and key stakeholders.

Whilst this strategy is developed, an annual priority list is produced to inform the budget and workstreams, with the primary focus of Health and Safety, and Statutory Compliance.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

External economic issues, construction material supply, Net Zero challenges, and recruiting challenges may impact cost and programme delivery. However, the changes already made alongside the plans in place around the Estates Strategy and structure will enable future demand to be met.

Section 11 – Forcewide Functions: Human Resources

MoRiLE Assessment		
Risk Score	Current	Future
2	GREEN	GREEN

The Human Resources (HR) Directorate is led by the Director of HR and delivers business led professional people practice through the overarching People and Learning Strategy to attract, develop, support, and retain Kent Police officers and staff.

Step 1: Assessment of demand, including forecasts

Current demand is understood through HR data and strong governance processes. This position is expected to continue over the next four years, although the government is yet to confirm details of the national policing plan, and how it will be measured. Neighbourhood policing (NHP) is a core national priority, and HR is committed to delivering the resource requirements.

The force delivered the 2024/25 police officer headcount requirements with 4,224 officers on 31 March 2025. This achieved, and exceeded, the recruitment objective to maintain an officer headcount of 4,218, plus an agreed additional five officers (total requirement 4,223). The 2025/26 recruitment plan has been agreed by Chief Officers to maintain the 4,223 officer headcount objective, and the force expects this position to continue over the next four years.

Business cases and restructures are expected to provide increasing demand as the force delivers business change to optimise public service. This impacts HR operations to ensure professional, legal, efficient, and effective change processes are delivered. HR also provides support mitigating the impact these processes can have on morale, productivity, performance, absence, and culture.

Retention has been an area of focus in recent years, which saw a significant increase in officer resignations since the beginning of 2020. Over the next four years resignation levels are expected to stabilise. Retention is expected to remain an area of demand for the force to protect its experience levels, investment in training new officers, and reduce the recruitment demand. 75% of resignations continue to come from those officers with less than five years' service.

The proportion of inexperienced officers has increased significantly. As of 31 March 2025, 32% of Kent Police officers had less than five years' service, which is a cultural and organisational shift compared to ten years ago when it was just 17%. This has largely been because of the high-volume recruitment since 2020.

The force is ambitious to be representative of the communities it serves, to build trust and confidence in policing services and to be recognised as an inclusive employer of choice. This significant and impactive area of demand is expected to continue for the foreseeable future and is being delivered through the Diversity and Inclusion Strategy, and Police Race Action Plan.

Overall, HR expects to continue to deliver its full range services over the coming years with only a minimal potential demand gap due to the vacancy factor pressure within the directorate.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
HR	3.00	+33.33%	1.50	39.36	-0.28%	3.01

HR is collaborative across Kent Police and Essex Police, encompassing HR Operations, Resourcing, Strategy, and Internal Inclusion departments.

Capability is strong, with trained, qualified, and experienced resources delivering the diverse demands of the directorate. HR roles often require specialist knowledge, experience, and qualifications and can be hard to fill, which impacts the security of resource supply. The vacancy factor is also expected to continue to meet budgetary constraints.

The HR teams are a mixture of office-based and home-based. They are agile and deliver face-to-face support for operational colleagues across the county, coupled with flexibility for work life balance.

Population census data (2021) indicates the economically active population of Kent County is 47.79% female and 11.29% ethnic minority. Currently (31 March 2025) the number of female police officers is 1,499 (36.02%) and the number of ethnic minority officers is 157 (3.77%). Kent's ambition to be representative of the county demographic remains a challenge, however, over the past five years progress has been made. In 2020 the number of female police officers was 1,188 (31.3%) and the number of ethnic minority officers was 130 (3.42%).

Step 3: How the workforce and other assets will meet anticipated demand

The HR Directorate delivers business led, professional people practice services through the overarching People and Learning Strategy under the key areas of attraction, development, support and retention. Through this strategy the HR Directorate aims to meet the high demand, help the force to be an employer of choice and deliver better work and working lives.

Kent Police will continue with its recruitment marketing and media campaign *#MoreThanTheBadge*, supporting a continuous programme of outreach and recruitment work aiming to secure the best talent and maximise diversity, equality, and inclusion. The force will continue to recruit officers through the Police Constable Entry Routes (PCER), including the Police Constable Degree Apprenticeship (PCDA) and Degree Holder Entry Programme (DHEP) in collaboration with the Anglia Ruskin University.

The Police Constable Entry Programme (PCEP) provides an entry route to join on a non-academic qualification pathway. The force also continues to recruit new entrants into the detective career pathway via the Investigate First programme.

Transferee opportunities are still offered for officers wishing to join Kent Police both at level transfer and on promotion, including into specialist roles such as detectives and firearms. A re-joiner and a returner scheme are also embedded to provide a route for former officers wishing to return to the organisation.

The force offers mentoring, attachments, project opportunities, Myers Briggs assessment and 360 feedback under its 'Develop You' programme. The succession planning process facilitates specific career conversations, and the Performance Development Review (PDR) supports individual development. The force also continues to support the Fast-Track Constable to Inspector promotion pathway and the Police Staff Leadership Programme.

The force will adopt the National Talent Management Strategy in 2025 to support leadership development. The force has also recently launched the new Competency and Values Framework (CVF), which plays a significant role in the selection assessment and development of officers and staff at every level.

HR Operations directly supports all command teams through the HR Advisers and HR Business Partners portfolios. HR also supports the development of the forces' leaders, by delivering specialist HR inputs to the 'Be the Change' leadership courses.

The Internal Inclusion team supports officers and staff from underrepresented groups with recruitment, retention, and development. The team also works with the forces' support networks and the Independent Advisory Groups to improve processes, and ensure a level playing field, equity and opportunity for all.

Since the implementation of the 'National Leaver Framework' in April 2024, the force has improved understanding of the factors influencing officers to resign. The retention strategy spans the entire career journey, beginning with recruitment teams providing advertising, online information, and candidate briefings that clearly outline the realities of the role. This has helped bridge the 'reality vs expectation' gap – a significant factor in officers leaving within their first five years of service. Enhanced support is provided at key touchpoints during foundation training and probation to reduce probationary officer leavers.

The retention ambassador programme continues with 53 ambassadors from a range of ranks, grades, roles and departments, who provide support and guidance for officers and staff thinking about leaving. More broadly the force signposts support and positive aspects of working within Kent Police through its 'Keep it Kent' intranet pages.

Under the reducing bureaucracy and empowering leaders programme key areas are being reviewed to ensure processes are effective and efficient.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

HR expects to deliver its full range of services to attract, support, develop and retain officers and staff by working collaboratively as one team and with internal and external partners, and stakeholders. HR recognises the challenge of high demand and the vacancies within the directorate. This presents a risk of a minimal demand gap; however it is not expected to remove any service provision and is mitigated by the continuous improvement and innovation outlined in Step 3.

The force recognises being representative of the communities it serves is a long-term challenge and aims to continue to help build trust and confidence through outreach to attract ethnic minority and female officers. The force continues to support and develop serving officers and staff from underrepresented communities through the diversity and inclusion strategy and positive action.

Section 11 – Forcewide Functions: Learning and Development

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

The demand on Learning and Development (L&D) is high. An experienced team, along with strong links between L&D and corporate governance at a senior level ensures training impact is understood, enabling effective future demand modelling.

Step 1: Assessment of demand, including forecasts

Current demand remains high. A plateau of demand in 2024/25 followed by a reduction in 2025/26 had been anticipated. This included a demand shift across the L&D business as the large volume of Police Uplift Programme (PUP) officers worked through their early careers, attaining specialist skills such as driving, taser or detective accreditation. This shift has been realised, however there has been little demand reduction in Foundation Training. Professional Development Units are also currently challenged with a significant volume of probationary constables. Demand and complexity will remain high during 2025/26.

The introduction of the Police Constable Entry Programme (PCEP) has created further demand in development, quality assurance and delivery. The PEQF contract runs until 2027 and additional work is anticipated in securing a new one.

The new College of Policing Taser Initial and Refresher course packages have been introduced this year with no discernible impact on training delivery or demand. There is a proposed introduction of the new updated T10 taser model, possibly in 2025 or 2026. This would place a high demand on the training team to convert all existing taser officers over a two-day course in comparison to the current one-day refresher. This would also mean Kent would be unlikely to run any Initial Taser courses for up to a year following the launch of T10. The current taser suite cannot accommodate the use of T10 due to its capability of firing 45 feet. The force will either need to expand its estate, find a new training venue for taser, or use the main hall for training. However, this will impact on the ability to deliver Personal & Public Safety Training (PPST).

Driver Training will not be part of a collaborative arrangement (unlike taser which has a regional Chief Taser Instructor and Deputy) and an increase in demand is not anticipated beyond the short term.

The College of Policing pilot of the future Sergeant and Inspector promotion process (SIPP) is likely to create a new demand in the mid-term. Estimates suggest implementation no earlier than 2027, which gives time to prepare.

Following the Officer and Staff Safety Review, the revised curriculum and licensing requirements associated with the delivery of PPST has impacted L&D. The force has been supported with an uplift of personnel to deliver the increased requirements. The connected demand is the planning and abstraction of officers from operational duties for an additional day annually (a 50% increase).

The uplift in the Detective Development Team (DDT) has supported L&D to manage the significant increase in officers on the detective pathway and deliver elevated levels of accreditations following two years of unprecedented PIP 2 Investigator Programme delivery by Specialist Crime Training (SCT). SCT has continued to support Operation Soteria through the delivery of the RASSO First Responder training to Local Policing Teams and the revised Specialist Sexual Assault Investigator Development Programme (SSAIDP). The DDT have adopted the assessment of SSAIDP and Specialist Child Abuse Investigator Development Programme (SCAIDP) operational competence portfolios. Demand for the assessment of Detective Sergeant operational competence portfolios is increasing as part of Kent Police's commitment to PIP accreditation.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
L&D	85.00	-8.37%	6.07	78.37	-3.09%	5.83

Each of the disciplines within L&D have a clear skills pathway with support to gain appropriate training qualifications. Most areas of L&D business are stable due to the skills and experience required, although teams that have been supported with uplift will see the skills profile raise over the next few months. The command continues to work with Corporate Recruitment, Corporate Communications and the support groups to attract new and diverse talent from across the organisation. The external training budget has been reduced, so an internal capability is being considered. This will increase demand but is likely to be more cost effective and may lead to income opportunities in the future.

Estate and equipment are regularly reviewed and are well maintained. Staff and students are issued with the requisite IT to engage with learning. Driver Training

has a fit for purpose vehicle fleet. Staff Safety Training Unit has a dedicated building with flexible functionality and equipment suited to high quality delivery. Classroom space and technology is maximised and runs at a high-capacity rate.

The challenges of the Police Uplift Programme (PUP) continue to be felt across L&D, as well as on Division and in Professional Development Units as students move into their probation. Tutors and frontline units are also impacted. The force launched the PEQF programme in March 2022, which coincided with the increased volume of year 3 PUP. Degree Holder Entry Programme officers have now been confirmed in post and the Police Constable Degree Apprenticeship (PCDA) officers have completed their degree programme with excellent results. PCEP development and delivery has been completed and the first intake started in June 2024. These developments combined with a significant change programme placed additional demand on Foundation and the PEQF teams. However, the PUP is complete, and intake numbers have dropped significantly, which has now reduced demand and given time for further optimisation.

Attachment and associate trainer opportunities are offered in conjunction with the Diversity and Inclusion Academy and support groups, as well as work such as open days to create a pipeline of new and diverse talent within the L&D team. Absence is low and stable.

Step 3: How the workforce and other assets will meet anticipated demand

Moderate adjustments were possible at the end of 2024 due to scoping during 2023/24. There has since been additional demand; unforeseeable in the latter stages of 2022/23. Much of this links to foundation training and crime training.

The organisation has responded to changing requirements and supported the department to deliver them in quick time. At present the increase required across Neighbourhood Policing is being met by posting student constables into Neighbourhood Policing Units. The future demand is expected to stabilise before reducing unless a future uplift in force establishment is required.

Within foundation training it was anticipated recruitment demand would fall significantly from 1 April 2024 and plans were made accordingly. The high numbers will continue to build 'uplift legacy' across L&D and frontline departments for some years to come. Complex work has been led by the College of Policing, supported by forces, to reach a position of readiness whereby the PCEP route was launched successfully in June 2024. This demand has fallen upon a small section of the L&D department, one which has borne the weight of simultaneously delivering the original PEQF programme during the peak of the Police Uplift Programme. It is anticipated the programme delivery oversight will remain necessary throughout 2024/25 as wider PEQF optimisation dovetails with PCEP optimisation and planning for Year 2 of the programme.

Future demand mapping is challenging, particularly with uncertainties around the government's intentions for increases in Neighbourhood officers and what that will mean for recruitment, and in turn L&D. Based on what is known now, the medium-term prediction is likely to result in an increase in demand but not at the levels seen during the PUP. This may not realise in core training delivery but will impact provision of bespoke Neighbourhood Training, Continuous Professional Development (CPD) and/or formal assessment and accreditation.

The ability to monitor business delivery is effective and remains in place. Demand is monitored through internal governance such as L&D Senior Leadership Team meetings, which monitor and review the status, opportunities and threats associated with service delivery, people and performance. Departmental leaders are engaged in this process to ensure collective awareness, accountability and contribution. Quarterly events are held for CPD, engagement and future planning. Wider structural transformation will be governed through the relevant corporate board.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

There is a reasonable level of assurance about the ability of the department to meet anticipated demand based on analysis and horizon scanning processes. The embedding of L&D within corporate governance at a senior level ensures impact on training is understood within the conceptual and planning phases of major change initiatives, enabling effective future demand modelling.

Should unforeseen, urgent demand arise, prioritisation will be necessary but is not a new challenge. The force underwrites the training calendar according to priorities, giving an understanding of what can be delivered whilst including flexibility. A working example of this is the provision of investigative courses, which is discussed with the ACC for Crime at the relevant governance board.

There is a desire for the future operating model to be more flexible and resilient to create the opportunity to meet demand efficiently. However, this has not yet been achievable due to increased demand and force budgetary challenges.

Section 11 – Forcewide Functions: Professional Standards Department

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

The increase in demand during 2022 and 2023 has begun to reduce in some areas during 2024, however the impact is still being felt across Hearings and Meetings and is reflected in increased caseloads within the investigative teams. A continued focus on professional standards, the Code of Ethics and a culture of challenging and reporting wrongdoing have ensured internal reporting levels remain high. Public complaint volumes have remained stable. Additional resources provided to the Professional Standards Department during 2024 have ensured capacity continues to meet demand.

Step 1: Assessment of demand, including forecasts

The number of recorded conduct cases rose by more than 50% between 2020 and 2023 but fell back to just 6.4% above the 2020 level during 2024 (150 cases in 2024 compared to 141 in 2020). Caseloads remain high across the department (149 cases) but are starting to reduce following a resource uplift during 2024.

Increased case finalisation rates and changes to the Police (Conduct and Performance) Regulations have led to greater demand on the Hearings and Meetings team and plans are in place to increase the number of Gross Misconduct hearings able to be held each year. The forthcoming Police Dismissals Review is expected to enable more cases to be dealt with through the Accelerated Hearing process, which will reduce demand.

Public complaint volumes have remained relatively stable. In 2024, Kent Police recorded 3,498 complaints from the public, compared to 3,584 in 2023.

Intelligence received by the Counter Corruption Unit (CCU) has continued to increase year on year with 193 anonymous submissions received in 2024 compared to 183 in 2023 (5.4% increase). Just over a third of this intelligence is now received via the CrimeStoppers Integrity Line.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
PSD	47.00	-8.67%	5.65	50.46	-9.71%	12.18

The establishment was increased in both the Conduct Team and the CCU 2024. This ensured capacity continued to meet demand.

The department invests heavily in initial training and Continuous Professional Development for all officers and staff, including the provision of specialist external training. All investigators are either PIP 2 accredited Detectives or are on the Detective pathway and all Intelligence Officers are either accredited Intelligence Professionals or on the accreditation pathway. Internet Intelligence Investigation training has been provided to staff in the CCU and all the unit's investigators have successfully completed the College of Policing Counter Corruption investigators course.

Officer and staff welfare is a priority, particularly given the nature of the work. Sickness levels are monitored, and appropriate supportive interventions are made where required. Reward and recognition opportunities are also taken to ensure officers and staff feel supported and valued for the important work they do. Officer and staff turnover levels remain low and there continues to be strong interest in advertised vacancies within the department.

Step 3: How the workforce and other assets will meet anticipated demand

Demand is expected to stabilise over the coming years with the spike in demand experienced during 2022 and 2023 having already shown signs of reducing. The uplift in resources in 2024 in the Conduct Team and the CCU was designed to enable demand to be met in both the short and medium term.

The Complaints Department commenced a new operating model in 2024 with a focus on enhancing data quality, increasing workflow efficiency, and providing additional flexibility to manage peaks in demand. This model was accompanied by a performance framework which mirrors the Independent Office for Police Conduct (IOPC) published statistics, allowing greater governance and scrutiny of performance.

Changes to legislation and regulations arising from the Police Dismissals and Accountability reviews are expected to have a positive impact on demand within Professional Standards Departments, particularly within the Hearings and Meetings Team. The greater use of Accelerated Hearings and Regulation 13

dismissals are expected to significantly reduce the number of Gross Misconduct hearings required each year.

A continued focus on embedding the new Code of Ethics, raising standards and preventing misconduct should also assist with reducing demand in the longer-term. Substantial work has been undertaken in this area, including the development of standards booklet and a large scale 'Standards' event, which took place in April 2024.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The link between an efficient and effective PSD, the health of the force and public assessments of legitimacy is well understood and taken seriously.

As noted above, the force has invested significantly to ensure PSD is adequately resourced to meet demand. Alongside this there have been several other initiatives to increase departmental efficiency and effectiveness.

There is effective internal and external scrutiny of the department, including independent scrutiny by the IOPC and the Office of the Police and Crime Commissioner (OPCC). Disproportionality within Professional Standards decision-making is monitored and scrutinised by a panel, including the chair of the Independent Advisory Group (IAG)

It is fully expected that capacity and capability will continue to meet demand.

Section 11 – Forcewide Functions: Vetting – Central Vetting Unit

The Central Vetting Unit (CVU) continues to experience high levels of demand. A business change process in 2024 has increased efficiency and productivity. There remains significant pressure and scrutiny on force vetting departments and the national landscape remains very unstable due to recent changes to the Authorised Professional Practice (APP) and Vetting Code of Practice.

MoRiLE Assessment		
Risk Score	Current	Future
3	AMBER	GREEN

Step 1: Assessment of demand, including forecasts

Vetting demand further increased during 2024 (up 10% from 2023). This increase was seen across both recruitment vetting and management vetting. Current force forecasts predict a small reduction in vetting applications in 2025.

Recruitment candidates continue to present with increasingly complex information, including greater social media presence, and vetting checks are taking longer to complete on average. CVU is also receiving high numbers of appeals following vetting refusals, further increasing demand.

Revisions to both the Vetting Code of Practice and Vetting Authorised Professional Practice have increased the time taken to conduct vetting as well as introducing greater levels of vetting aftercare and reassessment of the Designated Post list. HMICFRS recommendations arising from their thematic inspection of vetting, misconduct and misogyny have also increased demand but have now largely been completed.

The CVU went through a business change process in 2024, which saw an increase to the establishment as well as the introduction of a new operating model to increase efficiency and productivity. This model has some inbuilt flexibility to meet future anticipated demand arising from planned regulatory changes.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Vetting	-	-	-	24.50	-11.25%	16.17

The new operating model has provided increased process efficiency, dedicated administration support and greater resilience across the structure, including a new Deputy Vetting Manager post. Additional staff have been recruited and both new and existing staff have received further training to equip them for their new roles.

Staff have been recruited into all posts, with just three members of staff awaiting start dates.

Staff within the unit are highly valued and well supported, with formal and informal recognition for their work as well as opportunities for Continuous Professional Development. Sickness is monitored, and the team benefits from a hybrid working arrangement including both home and office-based working.

Step 3: How the workforce and other assets will meet anticipated demand

The CVU works closely with Recruitment to forecast demand and allow for officer, staff and volunteer intakes to be managed effectively. Demand is expected to be fully met with existing resources. However, anticipated increases in demand because of regulatory and policy changes are more difficult to quantify and may present additional challenges.

Kent Police is working closely with the Eastern Region Innovation Network and the Eastern Region vetting units to explore process efficiencies and technical solutions to improve the effectiveness and efficiency of the vetting process.

Kent has also worked with external providers to explore and pilot automated social media web scraping tools and the use of voice analytics software to support vetting interviews.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

Future demand is expected to be met once the operating model is fully resourced, and the new members of staff have been trained and are competent in their role. Changes to vetting regulations and APP are currently causing increased pressure as processes are required to be reviewed and amended, however it is anticipated the rate of change will begin to slow during 2025 and into 2026.

Section 11 – Forcewide Functions: Transport

MoRILE Assessment		
Risk Score	Current	Future
1	GREEN	AMBER

Kent Police is working with the National Association of Police Fleet Managers (NAPFM) and National Police Chiefs' Council (NPCC) to address the demand challenges of meeting the Government's ban on the sale of new diesel and petrol fuelled vehicles by 2035. This is a force strategic risk as Kent attempts to meet the challenges of a move to a zero emissions fleet.

Step 1: Assessment of demand, including forecasts

Transport Services is a collaborative team with Essex Police and forms part of the Support Services Directorate. It is responsible for fleet management, procurement, commissioning, new vehicle builds, repair and maintenance, and decommissioning of vehicles.

Miles travelled is the primary indicator of fleet demand, reliably predicting fleet use, workshop repair and maintenance pressure, and costs. Kent's fleet travelled 11.9m miles in 2024/25, a reduction of 0.3m from the previous year.

Telematics is constantly improving the fleet use/allocation and road risk. This helps match need through local and seasonal operational priorities or structural changes. A monthly telematics data return is analysed to determine any poor driving standards, reasons for police vehicle incidents and identify best practice.

At the end of March 2025, vehicle availability around the force was 91%. 'Pooling' of fleet by location remains a key initiative to improve access and potentially reduce fleet size. This work is ongoing and will help inform zero emission work.

The significant challenge in meeting the Government's ban on the sale of new diesel and petrol fuelled vehicles by 2035 is recognised as a force strategic risk. There is no current EV alternative that meets the high-performance need in the Roads Policing Unit (RPU) and armed response vehicles (ARV). A ban on hybrid vehicles does not come into effect until 2035, although manufacturers are implementing this change sooner, providing time to adapt for those high-performance requirements.

These EV capability challenges are being addressed nationally through NAPFM and NPCC working groups. Several sites across the county have electric charging points and these will be assessed to see how the vehicles have been used operationally, which will help inform the next stages.

Other than the high-performance fleet, most assets can be replaced by EV, but these are more expensive to purchase, with whole-life purchase and running costs likely exceeding those of the combustion engine equivalent. Migration pace is also dependent on availability and charging infrastructure access.

The force has implemented a strategic board led by a Chief Officer to oversee the zero-emissions fleet strategy implementation. An external consultant produced a report detailing force investment needs. The programme of work will look at capability in range, performance, and payload (what the vehicle carries). It has also made recommendations for the required infrastructure investment.

The force commenced investment in 2022 and has a 5-year rolling programme to manage progression. Preparation for fundamental fleet changes will involve both the vehicle replacement programme and changes to estate infrastructure, vehicle workshops, maintenance programmes and reskilling workshop staff.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Transport	-	-	-	34.05	-7.45%	5.98

Technicians are professionally qualified with extensive experience in the emergency fleet sector. The force has invested in training, particularly given impending changes to the industry with the transition to EV and autonomous vehicle developments.

The department will further explore succession planning in 2025. With an aging workforce, specialist post recruitment costs are increasing. An apprenticeship programme could be explored in the coming years. This would enable bespoke training and allow for a seamless introduction into the role of a police vehicle technician – with the adherence to higher maintenance standards and training relevant to vehicles subject to police use.

Absence levels are low compared with industry averages. Technicians can suffer from back or joint conditions due to the physical nature of the role, therefore staff welfare is maintained by regular meetings with their supervisors.

The vehicle car industry has stabilised following Covid-19 pandemic, with production and delivery times returning to those previously experienced. Deliveries of vans used for PSU and Cell purposes are taking longer with some pre-ordering across financial years approved to manage succession. No vehicles within the vehicle replacement programme exceed their replacement parameter.

Vehicles are purchased through the National or Crown Commercial Frameworks. Fewer manufacturers are engaging so the significant discounts previously experienced are reducing. The price of replacement vehicle parts has also increased substantially due to worldwide shortages and increased tariffs.

Step 3: How the workforce and other assets will meet anticipated demand.

The force has moved to a mixed fleet model for key roles, with at least two options for each. This avoids over reliance on any single manufacturer or supply line. Kent is working with the procurement partners Bluelight Commercial (BLC) and the NAPFM, to ensure national economies of scale are maintained.

As the fleet transitions towards EV, technician training and workshop facilities will have already been put in place. A 'Master Technician' level has been established, which includes extensive knowledge of electric and hybrid technology. The force has been supportive of the new National Technician Standards, with many staff attending the training.

The force will continue to use telematics as a management tool. Data is provided to both fleet management and local operational managers – delivering improved maintenance regimes, availability dashboards, and corporate oversight of fleet assets in support of growth. The Force Control Room (FCR) also uses telematics to inform operational deployments. Data provided is used to manage road risk through the groups responsible for reducing the number of police vehicle incidents.

Transport Services generates income by providing services to other forces and partners where possible. This ensures available resources are maximised, offsetting standing costs and together with the force's collaborative partner this provides 'surge capacity' in support of unexpected peaks in demand.

Over the next four years, the force aims to reduce annual mileage by better utilising the fleet (pooling) subject to policing demands and structures remaining static. This will factor in a reduction in private vehicle use and hire. A fleet of 10 under-utilised vehicles have been reassigned to Business Services with the aim of meeting any external hire requests. The progression in zero emission vehicles will change the way the fleet operates so the importance of recognising and managing operational demand is a key objective for the Zero Emission Board (led by a Chief Officer). Transport Services will continue to link in with NAPFM and the NPCC to anticipate and act on evolving industry changes.

Step 4: The extent of future demand that is expected to be met having made the changes and efficiencies in Step 3

The force is required to hold 10 days of fuel in the event of a major shortage. Currently, only diesel is stored whilst the key operational fleet moves to petrol hybrid. There are significant challenges in terms of cost and administration in storing petrol against a background of electric vehicle investment. The issue has been added to the force Risk Register and engagement has taken place with 7F Procurement, emergency service partners and the NPCC. At present, the Home Office are mandating the storage requirement over and above the Civil Contingencies requirements.

Kent is navigating a period of uncertainty for policing fleets nationally. EV infrastructure and charging capability is key to ensuring electric vehicles can be deployed around the force. The initial sites for charging will inform future infrastructure requirements – an area of uncertainty for the force.

With technology evolving, together with diminishing timescales, there remains some uncertainty over future demand and impact. Forces will work together sharing best practices and engaging with suppliers to ensure policing needs are understood and the transition managed.

The force expects to meet predicted changes in environment and will adapt to projected future demand.

Appendix – Control Strategy



Appendix – Kent Police Pledge

KENT POLICE PLEDGE

Kent Police

- Provide a **high-quality** policing service, delivered with **absolute integrity**
- **Support** and **protect** victims
- **Catch criminals** and **solve crime**

My **Commitment**

- I will prioritise your health, safety and wellbeing, ensuring you have appropriate support services, and that those who assault or abuse you in the course of your duty are dealt with robustly.
- I will do all I can through partnerships, technology and process improvement to reduce unnecessary bureaucracy and inappropriate demands you face, ensuring workloads are reasonable.
- I will ensure the resourcing of frontline teams is prioritised.
- I will ensure you are all skilled and equipped to perform your roles, with professional continuous development available to all.
- I will ensure selection, promotion, grievance and discipline processes are fair to all.
- I will trust and empower you to make the decisions you need to make. When honest, genuine mistakes are made and you have acted in good faith, I will support your learning and development.



Tim Smith, Chief Constable

Our **Commitment**

We will deliver the core elements of policing to the highest standards – responding to contact from the public, preventing crime and anti-social behaviour, investigating and solving crime, and relentlessly pursuing those who commit crime. In doing so we will:

- be accessible and visible;
- listen and talk to all communities and ensure the public can have trust and confidence in Kent Police in all that we do; and
- ensure Neighbourhood Policing remains the bedrock of our service to the public, with locally-based named police officers for every ward in Kent.

Our **Priorities**

- We will respond appropriately and effectively to all contact from our public, always prioritising our response when there is the greatest urgency, risk of harm and vulnerability.
- We will focus on solving crimes through thorough investigations, and the relentless pursuit of criminals.
- We will support and protect those that are victims and witnesses of crime, explaining our actions and keeping them informed of progress.
- We will have a clear focus on preventing crime and anti-social behaviour, as well as stopping offenders from causing harm to our public and our communities.
- We will have a relentless focus on eradicating violence against women and girls.

Our **Values**

- We will always act professionally and with integrity, behaving in accordance with the Code of Ethics and Standards of Professional Behaviour.
- We will treat everyone with dignity and respect, without prejudice, whatever the circumstances.
- We will not discriminate or abuse our position of trust and authority in society and will actively pursue those that do.
- We will respect and support each other.
- We will proactively root out racism, misogyny and sexism in our force.
- We will ensure colleagues feel valued, included, and confident to be themselves in the workplace, and that our force is representative of the communities we serve.

Appendix – Forecast Overview

		2021	2022	2023	2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Call demand	999s	340,719	380,531	385,691	366,417	368,068	376,600	385,132	393,663
	101s	361,582	325,272	280,765	260,621	271,891	290,089	308,287	326,485
	Digital contact	101,666	211,704	253,570	250,023	260,353	307,241	354,129	401,017
Incident volumes	Total CADs	454,605	431,689	469,392	452,299	448,666	450,802	452,938	455,074
ASB	ASB	39,606	28,130	28,418	27,334	24,833	20,838	16,843	12,848
Custody	Custody detentions	27,065	25,419	26,687	28,266	30,503	30,956	31,409	31,861
Volume crime	All crime	176,607	177,039	168,731	162,001	163,004	162,294	161,584	160,875
Online crime	Online crime	14,917	13,976	12,271	11,671	10,440	9,546	8,653	7,760
Domestic abuse	Total DA incidents	58,453	55,143	51,831	49,269	48,787	46,027	43,266	40,506
Honor based	Total crime HBV	80	74	60	38	Predicted data unavailable			
	Total non-crime HBV	26	25	11	20				
Mental health	S.136 detentions	1,311	881	737	723	Predicted data unavailable			
	Mental health calls	29,310	27,694	28,937	26,207				
Child protection	Child protection - total	20,748	21,854	23,108	23,537	26,150	27,268	28,386	29,504
Adult protection	Adult protection - total	7,046	10,955	11,225	10,883	10,286	11,487	12,687	13,888
Hate crime	Total hate incidents	6,200	6,164	5,791	4,611	4,300	3,855	3,410	2,964
Rape and serious sexual assault offences	Rape offences	2,263	2,318	2,220	1,946	1,963	1,895	1,827	1,759
	Serious sexual offences	2,967	2,981	2,879	2,836	2,930	2,913	2,896	2,879
	Rape and serious sexual offences total	5,230	5,299	5,099	4,782	4,764	4,665	4,566	4,467
Stalking and harassment	Stalking	5,471	4,384	4,060	4,119	3,672	3,237	2,801	2,365
	Stalking online	1,026	978	877	1,134	1,121	1,149	1,178	1,206
	Harassment	23,769	20,697	17,192	15,861	14,656	13,418	12,179	10,941
Missing person incidents	Missing persons	23,490	25,298	23,426	23,890	23,889	23,987	24,084	24,182