Force Management Statement

2026

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.

It is with this in mind, that I am pleased to see the findings of the recently published PEEL assessment report by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Since the last inspection, the force was recognised for improvements in several aspects of performance in keeping people safe, reducing crime and giving victims an effective service. This included an outstanding grade in terms of how the force supports and develops its workforce, with an effective approach to wellbeing and inclusivity within our culture and a high-quality standard of training to the workforce.

We have continued to retain a focus on delivering the core elements of policing to the highest standards. Neighbourhood Policing teams are delivering outstanding results in local communities by identifying problems swiftly and implementing problem solving plans, in collaboration with our partner agencies, to tackle ongoing crime and reduce anti-social behaviour. In addition, the review of divisional investigations has enabled our capacity and capability in areas such as domestic abuse and violence against women and girls (VAWG) to be more resilient and has seen an increase in positive outcomes for victims, the use of preventative orders and partnership collaboration.

The drive to keep a pace with technology has also continued, to ensure we are investing where possible to deliver transformational change in areas that will enhance our service delivery and enable officers and staff to be more efficient and effective in their everyday tasks. A core component to this work is the ongoing Empowering Leaders and Reducing Bureaucracy review, which has seen a significant number of efficiencies implemented across various departments over the past year – making systems and processes more effective, and enabling officers and staff to free up their time to focus on priority taskings.

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.

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 2026.

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 – supporting strategic change and enhancing 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 2026 FMS provides an overview of the challenges faced by Kent Police, any associated risk and plans to tackle those risks.

Projected demand over a four-year period is used to understand and inform capacity and capability. Using historical crime data, call logs and trend information, future values are calculated based on an exponential smoothing algorithm. Predicted values are a continuation of the historical data and considers seasonality. It is recognised accuracy levels over two years can lessen; therefore professional judgement is also used 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.

Performance data referenced in the FMS, unless stated otherwise will cover the financial year period 1 April 2025 to 31 March 2026.

Establishment figures, vacancy rate and average days lost per person are included for each business area where appropriate. The establishment and vacancy rate figures are as of 31 March 2026. Absence data is provided for the period 1 April 2025 to 31 March 2026.

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 50 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** – Applies 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 during a Star Chamber meeting where MoRiLE scoring and key performance metrics 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.

Business Area		Risk Score	Current	Future
Section 9	CTBP	12	RED	RED
Section 1	Finance	10	RED	RED
Section 5	Intelligence	8	RED	RED
Section 10	Information Technology	8	RED	RED
Section 6	Child Abuse inc Rape & Sexual Offences	6	RED	AMBER
Section 6	Child Exploitation	6	RED	AMBER
Section 6	Adult Rape & Sexual Offences	6	RED	AMBER
Section 6	Child & Adult Safeguarding	6	AMBER	RED
Section 5	Victim and Witness Care Unit	4	AMBER	AMBER
Section 6	Sex Work	4	AMBER	AMBER
Section 3b	IMU	4	AMBER	AMBER
Section 5	CID	4	AMBER	AMBER
Section 5	Criminal Justice Unit	4	AMBER	AMBER
Section 5	Forensic Services	4	AMBER	AMBER
Section 6	Domestic Abuse	4	AMBER	AMBER
Section 7	RSO, MAPPA & ViSOR	4	AMBER	AMBER
Section 8	County Lines & Gangs	4	AMBER	AMBER
Section 8	SOC inc MSHT & OIC	4	AMBER	AMBER
Section 10	Information Security	4	AMBER	AMBER
Section 10	Intelligence Analysis	4	AMBER	AMBER
Section 4	Stop & Search, Use of Force	2	AMBER	GREEN
Section 5	Traffic Process Unit	2	AMBER	GREEN
Section 6	Stalking & Harassment	2	AMBER	GREEN
Section 6	Missing Persons	2	AMBER	GREEN
Section 8	Fraud, Economic & Cyber Crime	2	AMBER	GREEN
Section 10	Performance Analysis	2	AMBER	GREEN
Section 11	Estates	2	AMBER	GREEN
Section 3b	FCR (Attendance)	1	GREEN	AMBER
Section 3b	Local Policing	1	GREEN	AMBER
Section 4	Serious Youth Violence	1	GREEN	AMBER
Section 9	Civil Contingencies	1	GREEN	AMBER
Section 9	Public Order & Operational Planning	1	GREEN	AMBER
Section 9	Roads Policing	1	GREEN	AMBER
Section 2	Wellbeing	0	GREEN	GREEN
Section 3a	FCR (999, 101, Digital)	0	GREEN	GREEN
Section 4	Neighbourhood Policing	0	GREEN	GREEN
Section 5	Custody	0	GREEN	GREEN
Section 5	Outcomes and Recording Standards	0	GREEN	GREEN
Section 5	Volume Crime	0	GREEN	GREEN
Section 6	HBA, FM & FGM	0	GREEN	GREEN
Section 6	Vulnerability to Radicalisation	0	GREEN	GREEN
Section 7	Repeat Offenders inc IOM	0	GREEN	GREEN
Section 8	Major Crime	0	GREEN	GREEN
Section 9	Armed Policing	0	GREEN	GREEN
Section 9	Firearms Licensing	0	GREEN	GREEN
Section 11	Central Vetting Unit	0	GREEN	GREEN
Section 11	Transport	0	GREEN	GREEN
Section 11	Human Resources	0	GREEN	GREEN
Section 11	Learning and Development	0	GREEN	GREEN
Section 11	Professional Standards Department	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 continue to face significant financial challenges and future uncertainty. The funding formula remains unreviewed continuing the disparities in funding to forces. Despite a strong governance framework, prioritisation and auditing mechanisms, the long-term cumulative effect has led to an increasingly difficult and unsustainable financial position. Should this continue, it will be catastrophic for the finances of Kent Police.

COUNTER TERRORISM BORDERS POLICING

Migrant arrivals via small boats remain a significant demand. Given our unique demands, the continuing small boat situation, and the anticipated increase in international travel options due to be introduced at Kent Borders, current and future demand has led to an unsustainable position. CTPB continues to engage with key partners and stakeholders to ensure resources are directed towards the prevailing threat, risk, and harm

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.

INFORMATION TECHNOLOGY

The requirement for ongoing improvements in effectiveness, efficiencies and savings has seen IT become a key enabler and as such demand and the urgency for new technology has resulted in a significant increase for IT services. The force has an ambitious and innovative technology portfolio. The operational impact from technology-based incidents and reduced delivery capability is a risk.

CHILD ABUSE INCLUDING RAPE & SEXUAL OFFENCES

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 wider impact of the Children’s Wellbeing and Schools Bill means further demand increases are expected, which will be a challenge to meet with current funding.

CHILD EXPLOITATION

Online exploitation referrals from the National Crime Agency 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. The force understands the child sexual exploitation (CSE) and group based sexual exploitation (GBCSE) crime profile in Kent, but this crime is often hidden, making accurate demand projection challenging.

ADULT RAPE & SEXUAL OFFENCES

Violence Against Women and Girls is recognised as a national threat requiring a consistent, whole-system response. Despite the overall reduction in recorded volumes, demand remains complex and resource intensive. Supporting victims who experience long criminal justice timeframes remains a challenge. Kent recognises the Home Office requirement to have fully specialist RASSO teams in place by Summer 2029 and is committed to progressing towards this. However, this will require a review of resources and current structures, which is likely to impact on the stability that has been established.

CHILD & ADULT SAFEGUARDING

Over the next four years projected demand is expected to increase, particularly with new legislation being introduced to hold those working with children criminally liable if they fail to report a sexual abuse or exploitation concern. Developments in enhanced multi-agency work will also likely contribute to an increase, as will renewed focus through neighbourhood policing to improve the recognition of risk and submission of intelligence, particularly regarding child exploitation.

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 Data Transformation Programme is a joint Kent Police and Essex Police initiative to modernise and centralise data infrastructure, replacing legacy systems with a cloud-based platform that improves data management, reporting, and analytical capability. It will make data more accessible and integrated across systems, enabling better data-driven decision-making, enhanced insight for frontline officers and leaders, and improved services for the public. This is due for delivery this financial year.

HMICFRS PEEL Assessment 2025-27

As part of their regular assessment of police forces in England and Wales, HMICFRS carried out a PEEL (police effectiveness, efficiency and legitimacy) inspection for Kent, which was published on 9 April 2026. Areas of policing are graded as outstanding, good, adequate, requires improvement or inadequate. Kent's grades are detailed below:

OUTSTANDING	GOOD	ADEQUATE	REQUIRES IMPROVEMENT	INADEQUATE
Developing a diverse & inclusive workforce	Leadership and force management	Police powers and public treatment		
	Preventing and deterring crime	Responding to the public		
		Investigating crime		
		Safeguarding children and adults		
		Managing fraud		

The report highlights strong leadership, governance and workforce development. Robust performance and financial governance are reported alongside effective use of data to inform decision-making and workforce planning. The force is outstanding at attracting, developing and retaining its workforce, with high-quality training, strong wellbeing provision and a positive, inclusive culture. Strong performance is noted in respect of protecting the public and supporting victims. Contact management has improved significantly, with emergency and non-emergency calls answered promptly and effective identification of vulnerability and repeat demand. Victim care is a clear strength, with improved needs assessments, increased positive outcomes and strong safeguarding advice consistently provided. Improvements demonstrate a clear focus on community safety, partnership working and delivering better outcomes for victims and local communities.

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.

Through early exploration, proof of concept work, and the establishment of a dedicated blended team of operational police leaders and technical experts and formal governance for intelligent automation, the force has embedded efficiency and assurance from the outset. Automation is considered a key enabler for managing future capacity and capability across many areas of the force.

External Influencing Factors

Kent, like all forces, has been impacted by a series of Government-led initiatives and reviews, which have resulted in uncertainty when managing future demand, capacity and capability.

The Independent Review of the Criminal Courts, chaired by Sir Brian Leveson, was published on 9 July 2025. The review investigated the severe backlog crisis affecting the criminal justice system, particularly the Crown Court. The inquiry outlines 45 recommendations aimed at addressing the backlog and improving the efficiency of the criminal justice system. Kent is experiencing particularly acute and sustained pressures, evidenced by high caseload volumes, trials listed into 2029, and ongoing adverse impacts on victims, witnesses and policing resources. The review and subsequent recommendations will have a substantial impact on policing, particularly around investigation, timeliness and case preparation.

The Sentencing Act 2026 received Royal Assent on 22 January 2026 and represents the most significant overhaul of sentencing law in over a decade, aimed at reducing short prison sentences, expanding community-based punishments, and easing pressure on the prison system. Key provisions of the Act include presumption of suspended sentences of 12 months or less, extended suspended sentences of up to three years, deferred sentences up to 12 months and earned progression for prisoners. The Sentencing Act will have significant operational consequences for policing including increased demand in breach enforcement and community supervision, cross agency dependency and data sharing, upskilling neighbourhood and offender management teams, public confidence if sentences are not visibly robust, and significant financial pressure without confirmed offsetting funding.

The Police Reform White Paper entitled 'From local to national: a new model for policing' was published by the Home Office on 26 January 2026. It aims to enhance police performance, restore public confidence, and improve responses to serious and complex crime while strengthening neighbourhood policing. Key proposals include:

- Introduction of the Neighbourhood Policing Guarantee.
- Abolition of PCCs with reintegration of policing into local government structures.
- Reform of the policing structures, significantly reducing the number of police forces.
- Creation of a National Police Service.
- Police funding formula review, including the distribution of police funding.
- Implementation of a Police Performance Framework.
- Implementation of a tiered performance system (Levels 1-4) with targeted support or statutory intervention for underperforming forces.
- Enhanced powers for HMICFRS, including the ability to issue statutory improvement directions.
- A new national workforce strategy and the introduction of a licence to practise for all officers, renewed throughout their careers.
- Introduction of a new National Centre for AI in Policing.

Local government reorganisation is driven by a national objective to simplify structures, reduce duplication, and strengthen accountability. Kent and Medway are under structural review. The outcomes at this stage are unknown, however impacts to policing are likely to include policing boundaries and alignment with future council areas, impact on partnership and multi-agency working, changes to demand and service pathways, governance and scrutiny.

Kent will continue to respond to these national challenges, however the impact on current and projected demand, the workforce, prioritisation and planning, and risk management, presents a number of challenges.

Kent Police

Partnership View

Partners' views were collected using an electronic survey, which ran throughout January and February 2026. Responses were received from 17 individuals representing District Councils and other public sector agencies.

Most organisations report the cost of living is impacting both demand and resourcing, with the majority describing demand as either 'slightly increasing' or 'significantly increasing' over the next year. Emerging risks frequently relate to ongoing funding uncertainty, local government reorganisation, and partnership working with police, suggesting that future collaboration and service delivery may be affected by structural and financial changes.

Anticipated Demand

Demand was reported to be rising across almost all partners, with significantly increasing demand reported by multiple participants.

Increasing co-occurring vulnerabilities require more expertise and co-ordinated multi-agency intervention. Anti-social behaviour, environmental crime, and community expectations intensify service demand. Rapid housing expansion areas report increased demand linked to new residents and evolving safety needs.

Gaps in Meeting Demand

In describing gaps in the ability to meet demand, 41% stated it would present significant resourcing and/or funding gaps.

Police resourcing pressures were reported to impact on early intervention, joint visits, evidence gathering, and meeting attendance. Loss of key specialist roles was said to reduce agency collaboration and situational awareness.

Emerging Risks

Local government reorganisation creates uncertainty in structures and funding, disrupting communication and partnerships.

Workforce and collaboration pressures reduce consistent joint working and delay information sharing between agencies.

Increasing case complexity and new crime trends require co-ordinated multi-agency responses amid stretched capacity.

Cost of Living

82% stated the increased cost of living is impacting on demand and resourcing within their organisation.

Financial struggles were reported to heighten vulnerability with increases seen in the volume of safeguarding referrals being received.

Higher financial stress is often reflected in greater reporting of domestic abuse, exploitation, and anti-social behaviour among residents. Cost pressures are felt to be increasing community tensions.

Participants stated budget cuts and workforce shrinkage limit local authorities' ability to provide early intervention and vital services.

While partnership working was reported as strong, current policing capacity increases reliance on local authority community safety functions. Without sustainable funding for non-statutory services, the system's ability to absorb unmet demand will continue to be strained.

Section 1 – Finance

MoRiLE Assessment		
Risk Score	Current	Future
10	RED	RED

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. Despite Kent Police's strong governance framework, prioritisation, and auditing mechanisms, the cumulative effect over time has led to an increasingly difficult and unsustainable financial position.

Kent Police costs £451.8m per annum to run (2026/27 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) and the treasury management strategy.

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 2025/26 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 investigations and public protection.
- 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 support services spend – these lean and efficient services support 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 (2026/27 through to 2030/31). 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. Several optimistic and pessimistic scenarios are produced with differing assumptions. In addition, the CFOs liaise with 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 £15 in 2026/27, followed by a £14 increase for 2027/28 and 2028/29, then £10 in 2029/30, with a 2% increase in 2030/31.
- Council tax base will increase by 0.8% in 2026/27, with continued growth of 1.1% in future years.
- The Officer Maintenance Grant is being removed from 2026/27 and replaced with ring-fenced funding for neighbourhood officers instead.
- The Kent PCC received a slightly higher share of the national police funding in 2026/27 compared to 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 3.26% in 2027/28, 1.71% in 2028/29, and 1% thereafter.

The key cost assumptions included in the plan are:

- 3% assumed pay rise from September 2026 for both Police Officers and Police Staff (PSE), plus 0.5% contingency for funding allocation via funding formula.
- 2.5% assumed pay rise from September 2027 onwards for both Police Officers and PSE, plus 0.5% contingency for funding allocation via funding formula.
- Extra bonus payment, pay award or change in award date over those highlighted will be funded through in-year underspend, reserves, or savings.
- Specific non-pay inflation is applied to cost categories and contracts, where known for 2026/27, 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.
- Continued investment in equipment and technology to support police officers through capital investment – a further £1m in each year of the MTFP.

Funding

The 2026/27 settlement is a one-year only settlement ahead of an anticipated multi-year settlement being announced in 2026. Savings remain important as the forecast funding does not match the anticipated increases in police officer and PSE salaries and non-pay inflation, or essential growth in the budget. The five-year savings requirement is therefore as below:

Savings (£m)	2026/27	2027/28	2028/29	2029/30	2030/31
Permanent required (each year)	2.9	4.1	5.3	16.3	11.3
Total (cumulative)	**2.9**	**7.0**	**12.3**	**28.6**	**39.9**

Future funding

For 2026/27, a one-year settlement has been announced. Beyond that, there is no indication as to what funding may be.

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.

Government core policing grant and council tax form the majority of force funding, however additional income includes (but is not limited to) fees/charges, investment income, special police services, government grants and reimbursed services.

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

Kent Police receives charges from working in collaboration with Essex Police. Police officer and PSE post costs are shared in proportion to their work for each force. Income is also generated through selling spare places on training courses.

The Neighbourhood Policing grant for Kent for 2026/27 is up to £8,955,017, subject to meeting the 43-post NHP target. The force is considering the extent of its use of this grant, which will be reported within establishment. There is no certainty beyond 2026/27 and longer-term officer number planning is challenging.

Net revenue budget

The factors above have permitted the net revenue budget to grow to £451.8m in 2026/27. This includes £4.1m retained by the PCC – £1.9m for the PCC's office budget and £2m for commissioning and victim services. A further £3.9m is received from a Ministry of Justice grant – spent on commissioning services. The net revenue budget is expected to increase in line with the assumptions outlined above to £507.0m over the following four years to 2030/31.

Cost pressures and sources of uncertainty

Assumptions within the MTFP cause uncertainty, increasing further into the plan.

A key area of concern is pay inflation and pay incremental rises. Pay awards are unknown until July-September each year. To quantify the risk of this, for every 1% above the budgeted pay increase there is a cost pressure of £2.4m.

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

Kent is the gateway to Europe with a requirement to manage an international border at the juxtaposed control within the County. This brings additional policing challenges that have been amplified by the crossing of the channel by small boats. Recently, these challenges were described in an independent review by Crest Advisory, setting out the risk posed by serious organised crime (SOC); not responding to National Border Targeting Centre alerts; Organised Immigration Crime (OIC); and the impact on the strategic road network. Kent Police continues to make a significant contribution to national and international security but receives insufficient funding to make this sustainable. Opportunities exist to strengthen the UK response to small boats, OIC and SOC by increasing capacity and capability of law enforcement and improving interoperability. There is a strong case for greater contribution of Kent Police, but this can only be achieved through a multi-year financial settlement. Kent Police is leading work with other law enforcement agencies to develop these concepts further.

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 – it is unclear where these will fall, either nationally or locally (see **Section 10 – Knowledge Management and ICT**). Estimated costs are included within the capital programme but are under review. Revenue costs above this estimate would be met from further efficiencies or reserves. Additional capital costs would require authorised borrowing.

The increase in precept flexibility provided for 2026/27 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 neighbourhood policing means several budget pressures are funded from the precept increase rather than central grant. Flexibility beyond 2026/27 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, £14 and now £15. Within the MTFP, assumptions for beyond 2026/27 are for this flexibility to continue and decisions on future precept levels will be for the PCC at the appropriate time.

The key assumption on funding is the increase in general police grant as detailed above 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 2026/27, the total capital spend budgeted is £18.0m. However, there is a significant amount of anticipated rollover from 2025/26 that will increase the spend in 2026/27. Kent expects a degree of slippage again in 2026/27. 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 sale of assets in-year. This increases the risk that funding may not be available for the capital programme. This risk is being managed as follows:

- A revenue contribution to capital outturn will continue and this contribution will be increased by £1m each year 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 for 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 2026/27 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 2025-27 report for Kent Police published in April 2026, assessed the effectiveness, efficiency, and legitimacy of the force. Kent received a good grading for 'Leadership and Force Management' with HMICFRS reporting: *"Since our last inspection, [Kent Police] has improved financial planning and achieved required savings."*

The 2024/25 Accounts were published meeting the statutory deadline. Ernst and Young has completed its audit with key findings listed in the table below.

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":
- Financial sustainability - How the PCC and CC plans and manages its resources to ensure it can continue to deliver its services;

- Governance - How the PCC and CC ensures that it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness - How the PCC and CC uses information about its costs and performance to improve the way it manages and delivers its 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".

Significant risks and areas of audit focus	Status of [Kent Police] work
Significant and fraud risk: Misstatements due to fraud or error (management override)	Based on our work completed we have not identified any material weaknesses in controls or evidence of material management override; instances of inappropriate judgements being applied; or any other transactions during our audit which appear unusual or outside the authority's normal course of business.
Significant and fraud risk: Inappropriate capitalisation of revenue expenditure	Based on our work completed on additions and REFCUS Testing, we have not identified any material weaknesses in controls or evidence of inappropriate capitalisation of revenue expenditure.
Valuation of Land & Buildings in Property, Plant and Equipment (PPE) under EUV and DRC	Our work in this area is complete. Based on our work undertaken to date relating to the valuation of Property, Plant, and Equipment, we have not identified any findings.
Pension Liability/ Asset Valuation (LGPS)	Our work in this area is complete. Based on our work undertaken to date in respect of the valuation of LGPS pension liability and pension assets, we have not identified any findings.
Pension Liability Valuation (Police Pension Fund)	Our work in this area is complete. Based on our work undertaken to date in respect of the valuation of Pension Fund Liability, we have not identified any findings.
Accounting for Private Finance Initiative (PFI) scheme	Our work in this area is complete. Based on our work undertaken to date relating to the Private Finance Initiative (PFI) scheme, we have not identified any findings. We have set our assessment on page 18.
Areas of audit focus: IFRS 16 Implementation	Our work in this area is complete. Based on our work undertaken to date in respect of the IFRS 16 implementation, we have not identified any findings.

Area	Status (R / A / G)	Explanation
Timeliness of the draft financial statements	Effective	Financial statements published by the deadline set in the Accounts and Audit Regulations.
Quality and completeness of the draft financial statements	Effective	Small number of immaterial internal inconsistencies, typographical and arithmetic errors in the draft financial statements. However, overall quality of financial statements for the PCC and CC was good.
Delivery of working papers in accordance with agreed client assistance schedule	Effective	Working papers were provided to the agreed timetable.
Quality of working papers and supporting evidence	Effective	Working papers and supporting evidence were generally of a good standard.
Timeliness and quality of evidence supporting key accounting estimates	Effective	Supporting evidence and explanations from the Authority's valuer for the valuation of PPE assets were provided promptly and to a high standard, enabling efficient audit process to.
Access to finance team and personnel to support the audit in accordance with agreed project plan	Effective	Access to the finance team and key personnel were readily available throughout the audit as planned. This ensured that our procedures progressed efficiently, with no issues encountered.
Volume and value of identified misstatements	Effective	A small number of immaterial misstatements were detected as a result of our work.
Volume of misstatements in disclosure	Effective	A relatively small number of immaterial misstatements in disclosure were detected in our work.

Savings

Over the next five years, Kent may have to make significant savings in the region of £39.9m to achieve a balanced budget due to the pressures outlined above. For the financial year 2026/27 the saving required is £2.9m. 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 2026/27 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. Delivering savings becomes harder each year. The force has traditionally done well in meeting savings targets, but the level 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 an overview of how capital expenditure and capital financing contribute to the delivery of desired outcomes. It also outlines how associated risk is managed and 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 support and improve the delivery of operational policing.
- To ensure the estate remains fit for purpose and meets statutory requirements, identify opportunities to streamline assets and develop the estate infrastructure, maintain core sites, improve core training facilities and progress the Estates Strategy and Asset Management Plan.
- To ensure provision for ICT and Business Change Technology, maintain and develop the existing infrastructure, and invest in required core technologies to provide innovative digital policing services. All ICT investments will include a cybersecurity risk assessment and mitigation plan to protect operational integrity and data security.
- Maintain and replace other core assets where necessary, e.g. vehicles and communication infrastructure.

Expenditure Area	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m
IT Service	6.6	4.9	8.7	9.5	1.2
Estates Services	4.1	4.8	4.2	4.2	7.1
North Kent Police Station	2.9	0.8	0.3	0.3	0.0
Replacement Programmes/ Ad hoc bids	6.6	6.7	4.5	3.5	3.6
Total	**20.2**	**17.2**	**17.7**	**17.5**	**11.9**

Funding					
Receipts – Force HQ	5.3	5.3	5.4	0.0	0.0
Receipts – Other	1.6	1.2	0.5	0.0	0.0
Revenue	4.0	5.0	6.0	7.0	5.4
Revenue – North Kent Police Station	2.9	0.8	0.3	0.3	0.0
Borrowing	6.4	4.9	5.5	10.2	6.5
Total	**20.2**	**17.2**	**17.7**	**17.5**	**11.9**

The 2026/27 capital total includes anticipated slippage and re-profiling from 2025/26 and therefore exceeds the base programme approved in the February budget report. The capital programme is funded by a combination of revenue, 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 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:

- A non-earmarked reserve of 3% of the net budget for unknown and/or unforeseeable events.
- Earmarked reserves created to cover for possible significant risks.
- Reserves not required for the above purposes will be clearly identified as available for other discretionary opportunities.
- In the interest of the council taxpayer, the PCC will build up and maintain a level of reserves for investment (where possible), borrowing only where it is the most efficient way of financing investment.

The general reserve for the year ending 2025/26 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 2026/27 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.

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, reserves are expected to total £29.6m at the end of the MTFP period.

Reserve £m	25/26	26/27	27/28	28/29	29/30	30/31
General	13.6	13.9	14.2	14.5	14.7	15.0
Risk (inc. Insurance)	19.7	18.8	16.7	14.8	13.0	11.5
Partnership & Ring fenced	11.1	3.0	3.1	2.8	2.8	2.7
OPCC	0.4	0.4	0.4	0.4	0.4	0.4
Total	**44.8**	**36.1**	**34.4**	**32.5**	**30.9**	**29.6**

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.

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 2026/27 by a further £1m each year over the medium-term.

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 – Forcewide Functions: Estates**)

Financial planning and operational decision making

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

Portfolio	Project	Revenue 25/26	Capital 25/26	Total 25/26	Revenue 26/27	Capital 26/27	Total 26/27	Grand Total
SCT	Custody Review	£0	£0	£0	£0	£100,000	£100,000	£100,000
SCT	Empowering Leadership & Reducing Bureaucracy Programme	£0	£0	£0	£0	£0	£0	£0
SCT	Student Investigative Training	£0	£0	£0	£0	£0	£0	£0
SCT	Intelligence and Tasking	£0	£0	£0	£0	£0	£0	£0
SCT	Savings 2025/26	£5,827,819	£0	£5,827,819	£0	£0	£0	£5,827,819
SCT	Electric Vehicles	£12,188	£0	£12,188	£0	£208,000	£208,000	£220,188
SCT	Taser 10	£0	£0	£0	£0	£1,101,167	£1,101,167	£1,101,167
SCT	NHP Promise	£4,865,000	£0	£4,865,000	£8,955,017	£0	£8,955,017	£13,820,017
Estate	KPC Accommodation Block Closure	£53,945	£0	£53,945	£0	£0	£0	£53,945
Estate	HQ Project	£385,532	£1,008,531	£1,394,063	£150,000	£350,000	£500,000	£1,894,063
SAP	Amendment of Acting up process for Police Officers	£0	£0	£0	£0	£0	£0	£0
SAP	Automation of Annual Leave Spend	£0	£0	£0	£0	£0	£0	£0
SAP	Change of Line Manager	£0	£0	£0	£0	£0	£0	£0
SAP	Finance Delegation Project - Release Strategy	£0	£0	£0	£0	£0	£0	£0
SAP	Payment of unsocial Hours	£0	£0	£0	£0	£0	£0	£0
IT	Digital Interview Recording (DIR)	£0	£92,162	£92,162	£0	£0	£0	£92,162
IT	ICCS Task Force (CRS)	£317,025	£0	£317,025	£335,641	£0	£335,641	£652,666
IT	Force ANPR Remediation	£13,007	£0	£13,007	£13,007	£0	£13,007	£26,014
IT	Windows 11	£34,446	£0	£34,446	£0	£0	£0	£34,446
IT	Emergency Services Network	£38,168	£0	£38,168	£62,688	£2,677,929	£2,740,617	£2,778,785
IT	Salesforce (Contact Management Technology Programme)	£106,929	£335,380	£442,309	£106,929	£590,000	£696,929	£1,139,238
IT	FCR SmartSTORM	£0	£0	£0	£0	£0	£0	£0
IT	Digital Forensics Programme	£94,741	£431,102	£525,843	£877,800	£0	£877,800	£1,403,643
IT	Data Transformation Infrastructure Programme	£244,871	£0	£244,871	£241,755	£0	£241,755	£486,626
IT	Custody CCTV Camera Refresh	£0	£133,914	£133,914	£0	£0	£0	£133,914
IT	SAP Financials	£52,724	£0	£52,724	£44,000	£0	£44,000	£96,724
Total		**£12,046,394**	**£2,001,089**	**£14,047,483**	**£10,886,837**	**£5,027,096**	**£15,913,932**	**£29,961,416**

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 2 – Wellbeing

Kent Police remains committed to providing employees with supportive interventions to maintain health, wellbeing, and safety with an extensive range of interventions and programmes continuing to be offered. The force's Health and Wellbeing Strategy (draft) 2026 is part of this commitment and aligns with the National Police Wellbeing Service's strategy.

The force expects to see a steady increase in demand in the upcoming year as officers and staff continue to request and access the Health and Wellbeing services provided by the force. Some of this additional demand will be met through the force's Employee Assistance Programme (EAP).

Capacity and capability

Health Services' budget for 2026/27 (including salary) is £1,766,834 (£1,700,000 in 2025/26). £401,629 is allocated for medical fees, including but not limited to the Force Medical Adviser (FMA) provision and the external specialist counselling services/interventions to manage reactive demand in exceptional circumstances.

'Reasonable adjustment' purchases in the financial year 2025/26 are expected to total approximately £72,000 – a continued increase from £52,144 in 2024/25. Whilst this exceeds the budget position, the requirement to provide appropriate reasonable adjustments means it will fluctuate.

As in previous years, historic respiratory related absence influenced the decision for a winter health promotion and flu vaccination programme in October 2025 with 750 vaccines administered (costing £16,600). The programme started at the same time as the NHS programme and an increase in uptake was experienced, with the NHS focus coinciding with the force's own promotion.

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	-	-	-	24.45	-13.91%	7.37

There have been resourcing challenges in 2025/26 with both abstractions and vacancies. However, a resourcing review is underway in the department to look to resolve these areas through potential structure changes.

Proactive support

The force continues to focus on proactive initiatives including suicide prevention, attendance management, managing anxiety, grief and bereavement, navigating change and uncertainty, and the popular Feel Well Live Well (FWLW) programme. The force continues to benefit from the collaborative delivery of virtual interventions with Essex Police, which effectively doubles the available capacity.

In addition, the teams continue to schedule sessions to align with the National Police Chief's Council (NPCC) 'Weeks of Action', these have included Investigator Week of Wellbeing and the upcoming National Response Policing Week.

The now annual and thought-provoking suicide prevention month also took place in September 2025 and remains a key feature of the annual wellbeing calendar.

The Counselling and Wellbeing Team have provided loss and bereavement support this year following officers who have tragically died in service, following the development of a support strategy to consider short, medium and long term measures to ensure stabilisation and support mechanisms are known and accessible for individuals who may need them.

The counselling team work alongside the TRiM network to capture those most impacted by events to proactively engage, support managers and provide active monitoring guidance. The team also provides loss and bereavement online sessions a few times per year to reiterate support available.

The FWLW programme continues to be delivered as both virtual and face-to-face sessions and attracts good attendance. The programmes are designed and delivered by internal staff. Therefore, as wellbeing needs change, the programmes can be adapted to meet organisational requirements and keep pace with clinical developments.

Mental health

Whilst 2024/25 saw a lower than usual referral rate for counselling services (389 referrals), 2025/26 has seen rates return to more usual levels (653 referrals).

The Counselling and Wellbeing Team continues to use external trauma therapists, volunteer and student counsellors, charitable organisations, and NHS pathways for referral, where possible. To further reduce demand for external specialist clinical interventions, Eye Movement Desensitisation Reprogramming (EMDR) therapy is delivered in house where demand allows, reducing external costs.

Occupational Health

The Occupational Health Team received 2,814 management referrals in 2025/26 – a 20% increase from 2,249 in 2024/25. These referrals have equated to 3,223 appointments, compared to 2,820 in 2024/25. This data demonstrates increasing demand year on year, and it can be assumed demand will continue to rise.

The FMA services are embedded following the contract commencing in late 2024, with focus on the more complex Occupational Health cases. This complements the in-house Occupational Health Advisers and the Clinical Nurse Manager, who directs and oversees Occupational Health service development and delivery.

The police officer recruitment medical assessments are also delivered internally and are nurse-led with doctor input as necessary. This has enabled flex where required and supports the continued focus on police officer recruitment.

The Occupational Health referral to appointment waiting time for 2025/26 averaged 13 working days. Whilst an increase from 9.7 days in 2024/25, there is stable performance in this area against a backdrop of increased demand.

In 2025/26, 1,244 screening nurse interventions, which include health surveillance reviews, blood borne virus (BBV) interventions, blood testing and inoculations, have been undertaken in this reporting period, in addition to the 316 police officer recruitment medical assessments.

The force also benefits from an in-house physiotherapist who has undertaken 1,898 appointments in 2025/26 (1,718 in 2024/25). This includes telephone appointments, assessments, and face-to-face physiotherapy sessions.

Composition of the workforce

Kent Police currently have 4,150 officers and 2,288 police staff.

Over the last five years, the workforce profile has changed (excluding 92 PCSOs as the overall headcount is much lower and therefore the workforce profile fluctuates more significantly from smaller changes):

Officers	March 2017	March 2026
Age (25 and under)	299 (9.02%)	657 (15.83%)
Ethnicity (from minority groups)	99 (2.99%)	158 (3.81%)
Disability (declaring a disability)	116 (3.5%)	455 (10.96%)
Gender (female)	957 (28.86%)	1,520 (36.62%)

Police staff	March 2017	March 2026
Age (25 and under)	306 (12.89%)	199 (8.70%)
Ethnicity (from minority groups)	60 (2.72%)	95 (4.15%)
Disability (declaring a disability)	109 (4.95%)	308 (13.46%)
Gender (female)	1,386 (58.36%)	1,589

Working Time Regulations 1998

Working Time Directive (WTD) information is included in local monthly Attendance & Wellbeing Management Group (AWMG) meetings for interventions where required, and data is included within this analysis as a measure of capacity. Breaches are reported via the AWMG meeting data locally. Officers and staff who consistently work more than the hours stated under the Working Time Regulations are asked to either opt out or actively reduce their working hours.

Counselling and Wellbeing

Kent Police have an in-house team of Counselling and Wellbeing Advisers overseen by a Team Leader. A Wellbeing Adviser supports the high-risk role wellbeing assessments. In addition, a volunteer counsellor and student placement counsellors (completing 150 counselling hours during a 12-month period) support the force.

The force also uses an Employee Assistance Programme (EAP), which provides 24/7 telephone, online portal, and App support with access to practical information and emotional support for personal and work-related issues. In 2025/26, 262 contacts were made to EAP (332 in 2024/25), 151 individuals were allocated to a counsellor and 898 sessions were delivered. Anxiety, depression and bereavement remain the most common reasons for people accessing the services. There is an 89% clinical outcomes improvement rate for those with anxiety and 90% with depression.

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

- Informal outreach events – Counsellor and nurse led informal drop-ins.
- FWLW – A wellbeing programme to help boost resilience.
- High Risk Role Assessment Programme – In-house wellbeing assessment for those in Home Office assessed (and additional force directed) high-risk roles.
- Attendance Management CPD Programme – A programme of two sessions to enable line managers to support team members. In addition, a session is available to assist with Occupational Health engagement.
- A range of talking therapies delivered by in-house clinicians (includes 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 in the workplace. There have been 221 offers of TRiM interventions in 2025/26 (196 in 2024/25), resulting in over 1,000 officers and staff being offered TRiM services. 75 individuals accepted the offer or requested a TRiM Risk Assessment, providing critical stabilisation to individuals and signposting to further support.

There are 111 TRiM Practitioners across the force, with approximately 70 currently active and available to support colleagues. There is a course in November 2026 to maintain the network resilience.

Peer support

The NPWS Peer Support Network has 37 trained volunteers providing support, guidance, signposting and promotion of wellbeing activity.

Section 40 Personal Information FOIA a review is currently underway to determine how a sustainable and permanent resource solution may be identified to support this area for the future.

Referral data analysis

Occupational Health referral data demonstrates a fairly equal split between referrals for psychological reasons and musculoskeletal issues.

In the 511 psychological referrals reviewed where the reason was disclosed and the data was available, 165 cited work matters, 181 cited private matters and 165 cited a combination of work and private matters.

Occupational Health Standards

Kent Police previously used the Oscar Kilo Blue Light Wellbeing Framework (withdrawn in February 2026) but has now completed and submitted the Workforce Prioritisation Guidance (WPG), which is its replacement.

The force is one of a small number of forces engaged in a pilot for the collation of Occupational Health Needs Evaluation. Once proof of concept is understood, this data collection will be required by all Home Office forces to understand the drivers and occupational health needs within policing.

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 OPAS delivery group, and the NPCC Health, Safety and Wellbeing Board. The force has completed the NPWS (National Police Wellbeing Service) self-assessment to measure organisational maturity – Foundation, Enhanced and Advanced Occupational Health Standards. The force has also completed the NPWS Suicide Self-Assessment and developed an in-house action plan.

The force promoted the NPWS Wellbeing Survey in May 2025 and will participate in the 2026 version. Two members of the force attended the Leading with Care conference hosted by the NPWS and the Wellbeing Survey providers. Outcomes and interventions were considered from the 2025 survey and they were able to contribute suggestions for the topics for inclusion in this year's.

Following the release of two Coroner's reports following tragic losses in other police services, the Health and Wellbeing teams created a CPD event to raise awareness among all clinicians and non-clinical teams. It was a moving and emotive event with quantifiable learning outcomes.

Attendance Review Meeting

Human Resources, the Performance Improvement Unit (PIU) and Health and Wellbeing attend a quarterly Attendance Meeting to understand force performance and review positive attendance. Activities determined appropriate are then supported at a local level from both PIU and Operational HR.

A separate project review of all attendance management processes is currently underway to ensure clear guidance and support is provided to both individuals and the line managers. This has included the review and relaunch of the Positive Attendance Management Process (PAM) to ensure line management support and intervention for all officers and staff experiencing sickness absence.

Health and Wellbeing Stakeholder Meeting

The force launched the above meeting in January 2026, with 40 senior leaders from Kent Police and Essex Police. The Health and Wellbeing and HR teams provided national and departmental updates followed by senior leaders sharing learning from local interventions. As a collaborative meeting, it also provided an opportunity for cross force engagement. The meeting was originally scheduled to take place bi-annually, however attendees requested quarterly meetings to support their teams.

Force Support Forum

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

In 2025/26, referrals to the forum and the risk presented has increased from previous years. This is also evidenced through the complexity of the cases the Counselling team are managing and providing support to.

High-risk roles wellbeing assessment

The psychological assessment process for high-risk roles continues with regular positive feedback, growing trust and engagement from local teams and SLT. The additional resource of a Wellbeing Adviser for high-risk roles in the Counselling and Wellbeing Team has enabled more focused delivery including monitoring of completions, escalating individuals for support quickly and devising management report data. During 2025, 20 teams (1,239 officers and staff) were invited to complete the process, with an average completion rate of 75.54%.

NHS health checks

The force facilitates NHS Health Checks, with NHS providers undertaking the 'over 40s' assessments. Results are provided directly to the individual and their GP. This assessment is facilitated in 'duty time' and the results are not shared with the Occupational Health team.

Operation Soteria

In Operation Soteria (national rape criminal justice improvement programme), Wellbeing features as part of Pillar 4. A self-assessment was undertaken in 2025 resulting in feedback from the national team that Kent Police have a 'significant wellbeing offer', noting its bespoke RASSO focus in the High-Risk Role Programme. Furthermore, feedback remarked on the recognition by the College of Policing as having good practice in this area, with information on Kent's Investigator Wellbeing programme published within the practice sharing hub.

The Health and Wellbeing team continues to prioritise support for primary rape investigators within the Rape and Domestic Abuse Investigations Teams (RDAIT) as part of the high-risk roles wellbeing support programme and will use national feedback to inform Investigator Wellbeing strategy.

Investigator Support

The Investigator Wellbeing suite of interventions is now business as usual. The resources continue to be reviewed and updated in line with developments and support provided to the Wellbeing of Investigators Week of Action by the NPCC. The Health and Wellbeing Delivery Manager attends the quarterly NPCC Recruitment, Retention and Wellbeing of Investigators (RRWI) meetings and was invited to host some sessions on the above-mentioned national wellbeing week.

Infrastructure Development

An industry specific Occupational Health system was implemented within Kent Police in 2024/25. This fully integrated workflow system reduces administration and aids data management and confidentiality. All Health and Wellbeing activity is housed within the new system.

Some implementation issues have been experienced; however Occupational Health data and workflow is now reliable. Work is ongoing to stabilise the system for Counselling Services and a full referral audit is currently being undertaken to provide assurance in this area. A contingency has been developed if any residual concerns remain following this activity.

The department has an extensive SharePoint resource under the banner of Healthy You. All line manager and individual resources are available, for example the Leaders Toolkit, Investigator's Toolkit and the Suicide Prevention Toolkit. Healthy You supported the organisation during Kent's Meningitis outbreak in March 2026. Health and Wellbeing and Corporate Communications provided up to date information and advice to officers and staff. The information was live for a period of one week and attracted over 1,000 views. This is evidence of operational policing, Corporate Communications and Health and Wellbeing working to support both operational policing and officer and staff wellbeing.

Meeting future demand

There have been some significant increases in demand for Occupational Health and Counselling services in 2025/26 when compared with 2024/25.

Whilst Counselling increases seem large (40% increase), requests for service remain lower than in 2022/23 and 2023/24, indicating a return to usual demand levels. Interestingly, demand for EAP services has decreased by 21% - therefore, increased referral and signposting will assist in managing demand in this area.

Occupational Health has continued to experience year on year rises in demand at an 8% increase in 2024/25 and a 20% increase in 2025/26. Demand for physiotherapy has also increased by 9%. Demand for services is reflective of the larger workforce. Continued focus on triage and learning opportunities via the CPD events will continue in order to support these increases in demand.

The following work will continue to both support officers and staff within Kent Police as well as continuing innovation in wellbeing development:

- Psychological support – ongoing delivery and development of wellbeing interventions, responding 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 for individuals and involvement in the delivery of proactive support.
- Maintain the TRiM and Peer Support networks.
- Use past referral data to influence future proactive offerings and ensure timely access to internal provision.
- Provide wellbeing outreach clinics, incorporating physical and mental health.
- Attendance management governance procedures, providing a reliable and informative narrative to the attendance data to understand absence trends.
- Developing innovative programmes responding to emerging need with a forward-thinking approach to wellbeing provision in line with latest developments, to ensure appropriate and cost-effective methods are achieved.

HMICFRS PEEL 2025-27

Kent Police was assessed as outstanding in ‘attracting, developing and retaining the workforce and creating a diverse and inclusive workplace’. The force was found to have a well-developed and inclusive workforce strategy, underpinned by high quality training, strong wellbeing support and effective leadership development. Innovative use of volunteers and special constables has improved recruitment, retention and engagement, including within hard-to-reach communities.

The force was found to actively evaluate learning to drive continuous improvement and uses structured processes such as stay interviews, retention ambassadors and PDRs to retain talent and support progression, particularly for underrepresented groups. A strong people centred culture was found to be in place at every level of the organisation. The investigator resilience action plan enables understanding of current and future investigative demand with investigators reporting that they felt well trained and supported to carry out their roles. No areas of improvement were identified.

Understanding and responding to the needs of the workforce

The force’s wellbeing services are continually reviewed and adapted to assist the wider workforce and ensure progression in maintaining the health, wellbeing, and safety of staff.

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, which can impede help seeking activity.
- 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 wellbeing trends or implications.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

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

Step 1: Assessment of demand, including forecasts

Public contact is received via emergency (999) and non-emergency (101) calls, as well as digital channels (Live Chat, online crime reporting, incident reporting, and "Contact Us" via the Kent Police website).

2025/26	
Emergency calls (999)	The force received 372,883 calls, a 2.6% increase from 2024/25. 95.07% were answered within 10 seconds, 1.52% less than 2024/25.
Non-emergency calls (101)	The force received 249,772 calls, a 2.4% decrease from 2024/25. 96.66% were answered, representing a call attrition rate of 3.34%, a decline of 0.39% from 2024/25.
Switchboard calls	Switchboard received 107,327 calls, a reduction of 9.5% from 2024/25. 98.21% were answered, representing a call attrition rate of 1.79%, an improvement of 1.40% from 2024/25.
Online crime reports	Kent received 51,095 online crime reports, a 4.5% increase from 2024/25.
Live Chats	Kent received 56,301 Live Chats, a 5.3% decrease from 2024/25.
Digital contact	Total digital contact received was 266,998, a 4.8% increase from 2024/25.

Kent Police continue to use the Calabrio predictive software as its workforce planning system to forecast contact-demand profiles. The duty planning team actively monitors projected demand, staffing distribution, shift patterns, and peak-contact periods. The Control Room Solution (CRS) predictive software further improves the accuracy of call-handling time estimates, supporting more effective forecasting of staffing requirements for 999 and 101 services.

In February 2024, the force implemented a modernised radio and telephony system, which has required a stabilisation period. Enhanced supervisory and reporting functionality is already providing benefits, including improved insight in handling time. The force plans to upgrade the command-and-control system, with a scheduled go-live in 2026. Core functionality will be retained while enabling future enhancements, including features to support staff welfare.

Emergency calls have seen slight increases and forecasting would suggest volumes will remain broadly stable, overall decrease of 4% is predicted over the next four years. Non-emergency (101) demand has decreased in recent years, alongside increased use of digital contact channels. This trend has continued despite short 101 answer times and low attrition. Forecast data for 101 calls shows a decrease of 31% over the next four years. The availability of digital options has supported a shift in demand away from 101 with digital contact forecast to increase by 27% over four years.

Force Crime Incident Response (FCIR) continues to support Right Care, Right Person (RCRP) in Kent – helping vulnerable people get the right support from the right service. Officer time has reduced, while demand within the Force Control Room (FCR) has remained steady. Kent identifies the most appropriate agency for each incident and strengthens this through partnership work. Ongoing training for FCR contact staff, refreshed guidance, and monthly performance analysis maintain focus on emerging trends.

Future demand is expected to rise in line with predicted population growth in Kent. Between mid-2024 and mid-2025 the population of Kent grew by an additional 12,900 people (0.68%), bringing the total population to 1,900,000.

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)
Operations	45.00	-1.11%	19.02	285.66	-0.35%	17.19
Op Support	-	-	-	129.10	-14.17%	13.19

FCIR has 33 established Police Constable positions that may rotate. This supports seasonal demand and provides flexibility to deploy officers who have FCR experience from across the force, as required. Surge support provides an additional option alongside FCR overtime, internal surge arrangements, shift adjustments, and minimum resourcing controls to maintain service levels. Fixed-term redeployments are also used during peak summer demand. Colleagues within teams such as Business Development and the Operational Support Unit are required to maintain operational competence and may be deployed as part of internal surge arrangements when needed.

Staff support and investment continue through initiatives including reward and recognition activity, Share the Challenge leadership sessions, Ask the FCIR SLT, and Develop You. The command promotes the Leadership Development Programme, alongside Retention Ambassadors and the Peer-to-Peer Support Network, which provides accessible one-to-one support. These initiatives have contributed to a reduction in monthly attrition from nine to approximately 2.5 leavers. All staff receive wellbeing and trauma risk management briefings from Welfare and Counselling Services. Sickness levels are higher than most other commands within the force but are comparable to other control rooms nationally.

The FCIR Learning and Development Team supports corporate recruitment programmes and provides bespoke training. The team delivers regular role-specific continuous professional development and embed lessons learned into the training cycle. The team conducts Quality Service Reviews and immediate reviews of critical incidents to capture learning and share best practice. The Operational Review Committee meets bi-monthly to review these incidents and ensure effective policies and procedures.

Key performance measures for 999 call-answering include percentage of calls answered within 10 seconds and average time to answer. This data is published as part of the Beating the Crime Plan. Kent Police has improved in both areas and exceeded the expected 90% level each month since January 2024. In 2025/26, average abandonment rate remained below the 5% level for forces with a switchboard, as referenced in the National Contact Management Strategy.

The HMICFRS PEEL 2025-27 inspection rated the force as adequate in responding the public. The report highlighted that the force has effective management structures in contact management, answers emergency and non-emergency calls quickly, effectively assess risk and identifies vulnerable victims. HMICFRS also highlighted Operation Engage as innovative practice.

Operation Engage has strengthened the command's approach to identifying and managing hoax and nuisance callers. Through systematic checks, the team updates records, assesses risk, and (where necessary) restricts individuals from contacting 999 or 101, working with Community Safety Units on interventions such as Community Protection Warnings and Criminal Behaviour Orders. Effective management of prolific callers saves approximately 580 contact-handling hours each month, supporting faster responses to genuine demand.

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

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

Current demand for 999 calls has increased, while 101 call volumes have decreased – therefore, overall call volumes remain stable. This contrasts with the national trend for 101, which has increased. The command has delivered significant change and performance improvement, contributing to reduced re-presented demand across both 999 and 101. The command anticipates the recent decline in demand will stabilise, followed by an increase consistent with projected population growth. It is expected some demand will transfer to digital channels, reducing transaction times and streamlining the contact process.

The monthly FCIR Perfect Profile Panel ensures the right people are in the right place at the right time. The panel supports forward planning and identifies development opportunities for staff. The command exceeds establishment during the peak summer period and falls below establishment during the winter. Recruitment is scheduled predominantly for spring to maximise capacity through the summer. This approach provides resilience by ensuring the Learning and Development Team is available for deployment during peak periods.

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

A long-term technology plan will be implemented, following recommendations from an external assessment of the wider technology landscape (2023). This includes the introduction of automated messaging to keep victims informed. A further aspiration is the introduction of a customer portal, enabling service users to log in, submit requests, and receive updates.

These developments are intended to improve the customer experience and, in line with approaches adopted by pathfinder forces, reduce follow-up 101 calls. The integration of Customer Relationship Management (CRM) technology will provide improved insight into those contacting Kent Police, supporting a more tailored response to need and vulnerability. Telephony contact will also be supported by automation, streamlining system checks and information capture, as well as reducing transaction times.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Section 3B – Responding to the Public: Incident Response – Investigation Management Unit

Step 1: Assessment of demand, including forecasts

Investigation Management Unit (IMU) receives reports via emergency and non-emergency calls, online crime submissions, referrals from partner agencies, and operational policing teams. The team assesses reports and records crimes in line with national standards, considering risk, vulnerability, and investigative opportunities. Reports are quality assured before the investigation is allocated or filed.

2025/26	
Crime	153,359 crimes recorded, a 5.1% decrease from 2024/25. 72% were recorded within 24 hours, a 3% improvement from 2024/25.
Non-crime	52,899 non-crimes recorded, a 19.5% increase from 2024/25.
Cancelled crimes	5,092 cancelled crimes, a 3.1% increase from 2024/25.
Online crime reports	51,095 online crime reports, a 4.5% increase from 2024/25.

The reduction in recorded crime outlined above reflects changes and reviews to the thresholds for certain crime types within crime-recording legislation. It is anticipated reduction rates will slow and recording volumes will plateau in 2026.

Non-crime incidents increased significantly over the last year. This is largely attributed to changes in Home Office recording guidance and is expected to continue, although at a slower rate.

As anticipated, IMU experienced a significant increase in demand through mid-2025, peaking in July 2025, followed by stabilisation and a reduction in backlog pressure towards the end of 2025. This was driven primarily by an increase in reports allocated directly from the FCR. Reports from attended incidents and via Single Online Home remained consistent with historical trends.

Based on 2025/26 data, demand in 2026/27 is expected to remain at a higher baseline, with a repeat summer surge. On current projections, this is expected to result in backlog levels exceeding the July 2025 peak. Four-year forecasts will be in line with those set out in **Section 3A – Responding to the public: Requests for Service.**

Kent continues to be particularly impacted by Modern Slavery (MS) reports due to its extensive southern coastline. Monthly MS volumes fluctuated throughout 2025/26, peaking at 2,736 in July 2025 and falling to a low of 1,224 in February 2026. Across the year, most MS emails received were existing case updates. Overseas crime referrals accounted for approximately 10-15% of demand, with only a small number of Duty to Notify and UK Crime submissions. Demand is expected to remain high and follow a similar seasonal pattern to the previous year, with the overall category breakdown anticipated to remain broadly unchanged.

Between April 2025 and February 2026, the Desktop Investigation Team (DIT) processed 12,895 investigations, equating to approximately 1,170 investigations per month. DIT is a key demand-mitigation function within the investigation model, enabling frontline and divisional resources to be prioritised for higher-risk and more complex investigations. Forecast data over the next four years highlights processed reports could increase by 66% however this is based on two years of historical data and not the usual four and therefore accuracy is questionable.

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	27.00	+8.81%	20.84	131.30	-8.51%	13.00

IMU sickness levels are higher than force averages, Section 40 Personal Information FOIA. Absence monitoring systems and processes are in place and, while this remains an ongoing challenge, sickness levels are gradually reducing.

Due to the holding of vacancies over the last year, the profile of IMU operational workforce has changed, with the proportion of staff with less than two years' service reducing from 33% to 10%. While overall attrition remains low, the use of 12-month fixed-term contracts supports service delivery ahead of the implementation of the automation programme. This provides short-term capacity without committing to long-term establishment growth, in advance of the anticipated establishment reduction that automation is expected to deliver.

A performance measure has been introduced, providing a monthly overview of forecast versus actual demand. This includes total hours worked (incorporating overtime and surge support), as well as absence and shrinkage hours lost. This supports early identification of performance risk, enables mitigation planning, and allows areas of best practice to be identified and embedded.

Governance arrangements support effective performance management through daily reporting. All staff are expected to achieve a minimum of 90% data accuracy each month. Supervisors review team performance and where performance does not consistently meet these expectations, supervisors hold one-to-one meetings to agree appropriate support and improvement actions.

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

IMU will meet anticipated demand through targeted workforce deployment, active demand management, temporary capacity uplift, and phased efficiency improvements. This will ensure service resilience while transitioning toward a more automated operating model.

Current workforce capacity is aligned to demand through structured team deployment across core workstreams. Five investigative teams enable flexibility to respond to fluctuations in volume and 25 staff provide 24/7 coverage for urgent linking requests. This ensures time-critical custody and risk-related activity continues to be prioritised.

IT predictive software Calabrio, is used as a core workforce management and performance assurance tool to support effective demand planning, resource deployment, and operational oversight. A series of workstream activities have been established to enable the management team to align staffing levels to operational demand across different skills and time periods. Workstreams are managed daily and adjusted in response to emerging demand and operational pressures.

Administrative functions within IMU have been reshaped to reflect technological advances, with reduced manual processing and increased focus on data quality and correspondence management. This ensures continued operational support while maximising efficiency within existing resources.

While short-term mitigations are in place to manage current and forecast demand, workforce planning is deliberately aligned to the phased introduction of automation and digital improvements. Recruitment and establishment decisions are taken cautiously to avoid creating excess capacity once automation benefits are realised.

The Intelligence Automation Programme will support the IMU in managing future demand by removing high-volume, rules-based administrative activity from manual workflows, enabling faster and more consistent processing of crimes. Automation will improve timeliness, reduce unnecessary backlogs, and cut rework by improving data quality and consistency at the point of creation and linking, allowing IMU staff to focus on quality assurance, risk and exception handling rather than routine processing. It is predicted automated handling and linking will make IMU demand more predictable and scalable, helping the department absorb growth without an increase in resources, while retaining professional judgement and accountability in decision-making.

Technology will also streamline IMU processes through automation of victim communications and selected outcomes, while the Victim Portal supports a more direct and efficient relationship between officers and victims, improving both service quality and demand management.

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

Combining active demand management, temporary workforce uplift, strong performance governance, and targeted use of specialist functions will ensure the IMU can meet anticipated demand in the short to medium term while transitioning toward a more sustainable, efficient operating model.

MoRiLE Assessment		
Risk Score	Current	Future
1	GREEN	AMBER

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

Step 1: Assessment of demand, including forecasts

Local Policing Teams (LPT) are divided into three Divisions:

- North (Gravesend, Dartford, Medway, and Swale)
- East (Ashford, Canterbury, Dover, Folkestone, and Thanet)
- West (Maidstone, Sevenoaks, Tonbridge & Malling, and Tunbridge Wells)

Local Policing Teams (LPT) provide a 24/7 response to emergency and priority calls for service, including missing persons, and is supported by:

- Victim Based Crime Teams (VBCTs) – investigate and solve offences
- Community Safety Units (CSUs) – deliver neighbourhood policing activity

Incidents requiring emergency attendance (92,000 in 2025/26) have reduced over the last four years from the post pandemic high of 98,000. It is anticipated they will continue to reduce with forecast data predicting a 6% decrease over the next four years. Section 31 Law Enforcement FOIA .

The HMICFRS PEEL 2025-27 inspection rated the force as adequate in responding the public. The report highlighted a number of positive areas however one area for improvement is detailed in respect of consistently meeting attendance time measures. Oversight and scrutiny of attendance times is well established and monitored. Sustainable improved performance in this area continues to be seen.

Incidents requiring priority attendance (71,000 in 2025/26) have also reduced over the last four years from the post pandemic high of 90,000. It is anticipated incident volumes will stabilise or increase slightly, alongside further growth in incidents resolved without deployment. Response times for this call type have also reduced, with significant improvements in the last quarter of 2025. The median priority response time for 2025/26 was 1 hour 7 minutes 3 seconds, a reduction of 39 minutes 32 seconds compared with 2024/25. Attendance within 1 hour was 47% (10% increase from 2024/25), with 78% attendance within 4 hours (13% increase from 2024/25).

The force's Resource Allocation Model (RAM) forecasts the distribution of LPT response officers required for responding to the public and investigations. VBCT will take most uniformed crime investigations leaving response officers to attend emergency and priority calls. Allocation of crime has remained steady. LPTs and CSUs hold 4% of all force active crime, while VBCTs hold 26%.

There were 8,437 missing child reports in 2025, a 5% increase from 2024 (following a 6% increase from 2023), and 3,121 missing adult reports, a 4% reduction from 2024 (following a 20% decrease from 2023). In the first instance, all missing reports are allocated to LPT for initial enquiries (see **Section 6 – PVP: Missing Persons**).

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)
Divisions - LPT	890.00	-0.30%	9.72	-	-	-
Divisions – CSU (inc PCSOs)	350.00	+11.44%	8.00	96.60	+14.35%	7.15
Divisions - VBCT	412.00	-8.46%	11.28	4.46	0.00%	0.00

LPTs have remained stable in establishment; however, vacancy rates increased across all three divisions by the end of 2025. This was primarily due to the requirement to ensure neighbourhood roles were filled as part of the Neighbourhood Policing Guarantee. During early 2026, this was addressed and vacancy rates are now reducing across all three divisions. LPT officers may be exposed to assaults, traumatic incidents, and injuries in the course of their duties. This is reflected in absence rates, but overall absence remains manageable.

Workforce experience and skills remain an area of focus. This affects tutoring requirements, retention, and performance. At the end of 2025, 22% of the workforce were probationer constables and this was expected to increase as recruits continued to join the Force. Despite this, LPTs have sufficient tutors to support training and development.

Length of service	% of LPT workforce March 2026
Less than 12 months	16%
1-2 years	11%
2-5 years	47%
6+ years	26%

Kent uses a data tool to track officer skills. This supports training provision and helps ensure officers hold the required qualifications. The latest data shows over 60% are qualified response drivers (up from 56% last year). Two of the three divisions, have over 50% of officers trained in Taser, meeting the expected requirement; the third division is at 42%.

Countywide availability of local policing vehicles with emergency response capability remains high at 84% (down 1% from 2024/25). Wider fleet availability also remains good, supported by 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

During 2026, Kent Police increased the posting of probationer constables into LPTs to meet establishment. While this is expected to reduce overall experience in the short term and increase training requirements, it will strengthen longer-term resilience.

LPT officers will continue to be trained in the key skills required for their roles, which will increase the number of available response drivers.

LPT inspectors work with FCIR and colleagues in CSUs and VBCTs to implement 'Most Appropriate Patrol' protocols. This ensures available neighbourhood resources support calls for service in their wards and, during major incidents or where demand exceeds LPT capacity, inspectors can request assistance from CSUs and VBCTs. At force level, FCIR and Tactical Operations Command also flex specialist resources to support districts where LPTs require additional capacity.

LPT officers are increasingly using video response technology to attend incidents remotely where appropriate and with the consent of the victim or reporting person. This can provide an improved response time for some incident types, maximise the use of officers who are temporarily unable to attend in person (for example, due to injury), and reduce travel time enabling more incidents to be managed within a duty period.

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 demand levels and the service level agreement, LPTs are able to meet anticipated future demand. However, the Government's 2026 White Paper stated an intention to set national response-time targets. If implemented, these are likely to present additional challenges as a result of the geographical make up of Kent.

While the increase in strength to establishment and continued training will mitigate some of this pressure, it is unlikely to fully offset any additional demand. LPTs may therefore need to rely increasingly on CSUs and VBCTs, which may in turn affect those teams' ability to deliver against their objectives.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 4 – Prevention and Deterrence: Neighbourhood Policing

Step 1: Assessment of demand, including forecasts

The neighbourhood policing (NHP) model in Kent focuses on visibility, problem solving and community engagement. It is delivered by thirteen locally based Community Safety Units (CSUs), with a named, dedicated Beat Officer for every ward, providing clear local ownership, regular foot patrols and engagement in neighbourhoods and town centres, close working with councils, partners, residents and businesses, and published details of engagement opportunities.

Through My Community Voice (MCV), Beat Officers conduct surveys to identify issues that matter most to local communities. These are published on the Kent Police website and updated when responsive activity has taken place and directly to residents through MCV.

Kent Police is delivering the national Neighbourhood Policing Guarantee and in April 2025 invested an additional 65 Neighbourhood Officers into frontline posts. These are visible, community focused roles, increasing day to day police presence and engagement opportunities. This additional capacity allows officers more time to patrol neighbourhoods and town centre, engage directly with communities and prevent crime and antisocial behaviour before issues escalate.

Demand for anti-social behaviour (ASB) services is expected to increase and remain high in 2026/27, driven by enhanced internal processes as well as continued prioritisation of ASB by government and the media. However, forecast data has been significantly affected by changes in recording practices and the predicted 27.7% increase over the next four years is not believed to be accurate.

All reports received by the Force Control and Incident Room (FCIR) are triaged using the THRIVE model, with improved scrutiny to identify personal ASB within incident logs.

The HMICFRS PEEL 2025-27 inspection found Kent Police was rated good in preventing and deterring crime and ASB and reducing vulnerability. The force was reported to have a strong neighbourhood policing model, effective problem-solving culture and good understanding of local ASB drivers. Early intervention initiatives, including diversionary programmes for children and knife crime prevention schemes, are reducing reoffending and vulnerability and are referenced as innovative practice. Preventative and protective orders are used appropriately, and neighbourhood teams are well resourced. No areas for improvement were identified; however the report noted the force needs to further enhance its monitoring of abstractions from neighbourhood roles in line with the policy in place. Work is already underway to strengthen this area.

ASB incidents linked to licensed premises are reviewed through tagging on STORM, alongside alcohol-related calls. Although there has been media commentary suggesting potential government reform to streamline licensing, no formal direction has yet been issued. More recently, government announcements relating to the licensing of knife sales may have future implications for licensing enforcement activity, though the impact on policing resources remains unclear. Specialist licensing officers continue to work proactively with businesses to reduce ASB linked to the night-time economy (NTE). The NTE is closely monitored, with the economic stability of town centres and local businesses directly influencing ASB demand. The Licensing Team maintains oversight to ensure licensed premises operate responsibly and do not have a negative impact on the communities they serve.

There has been a clear year-on-year reduction in the use of Section 136 detention powers through close partnership working. The Right Care, Right Person (RCRP) approach, introduced in April 2024, continues to strengthen this by directing health, mental health and social care-related incidents to the most suitable agency. This has also delivered an average saving of 311 officer hours per month in its first year. However, demand remains significant, limiting the Mental Health Team capacity to focus on prevention and long-term problem solving.

Step 2: Assessment of workforce and other assets

	Police			Police Staff (inc PCSOs)		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
CSU	350.00	+11.44%	8.00	96.60	+14.35%	7.15
Prevention	67.00	+3.54%	4.75	20.84	-23.00%	2.28

Wellbeing across neighbourhood policing teams is strong, supported by regular team meetings and one-to-one engagements. Occupational Health referrals are made where required, ensuring staff welfare is appropriately prioritised. There are no identified gaps in equipment provision, and all necessary operational tools are available and fit for purpose.

The Mental Health Team establishment comprises Section 40 Personal Information FOIA. Additional support comes from partnership arrangements, including Safe Havens, the 836 advice line and the Secure Care UK 'Sit and Wait' service.

HMICFRS PEEL 2025-27 assessment of capacity and capability found:

"The force's neighbourhood policing teams have the capacity and capability to provide a regular and visible presence that is accessible to their local communities. During our inspection, we found that neighbourhood policing teams had enough officers and staff with the right skills and training to work effectively in their communities and with partners to reduce crime and antisocial behaviour. This makes sure there is time available for preventative work and problem-solving activity. And it means that local priorities are being met. The force has invested resources in its neighbourhood policing teams. It has taken steps to improve the capability of its neighbourhood officers and staff through training and development of essential skills and knowledge. This includes building confidence in community liaison, working with partners, problem-solving and tackling antisocial behaviour. It has a consistent and structured approach to training and developing its neighbourhood teams."

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

Continued investment in workforce development, partnership working, and data quality will remain important to sustaining effective visibility, problem solving, community engagement, ASB management and public confidence.

Work continues to strengthen the identification and assessment of ASB victims, with no current ASB-related service failures identified. ASB recording practices continue to improve, particularly through consistent tagging within FCIR, supported by the application of both THRIVE assessments and ASB risk assessments. These improvements will support a clearer understanding of the operational impact of ASB on frontline officers within CSUs and Local Policing Teams and provide better insight into harm experienced by residents.

Licensing officers routinely conduct Operation Pilot patrols in collaboration with CSUs, Special Constabulary officers, and local authority licensing teams. These patrols strengthen partnership working and improve licensing legislation knowledge. A new licensed premises visit form has improved recording of NTE patrols and strengthened accountability for licensed premises found to be breaching licence conditions.

The Mental Health Team continues to work with partners to improve processes and service quality through oversight and review structures, including the Urgent Care Oversight Board. While the team aims to expand its preventative and problem-solving role, especially around high-intensity users, repeat victims and repeat venues, this is currently constrained by ongoing demand linked to hospital-based crime and other operational pressures.

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

Neighbourhood policing demand, capacity and capability is understood and can be met.

However, as a result of pressures in the Health Service there is an ongoing demand to respond to members of the public in mental health crisis. The challenges faced by Health Services to provide sufficient mental health provisions and increases in delayed transfer of care mean Kent Police is required to protect and support those in crisis for extended periods. The impact on capacity and capability is an area of concern, and the force is working with partners to help them develop solutions.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

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

Step 1: Assessment of demand, including forecasts

The force conducted 18,738 stop searches in 2025/26, with the majority linked to controlled drugs (57.8%). This continued increase in stop search (from 15,183 searches in 2024/25) correlates with the reinvigoration of the National Intelligence Model in 2024, as well as uplift of neighbourhood officers tackling local criminality and responding to taskings. Positive outcome ('find') rates have remained consistent, with less than 50% resulting in no further action. Body Worn Video (BWV) compliance sits at 97.6%. Section 60 searches are documented and factor in community consultation.

Reported use of force has increased in 2025/26 to 20,860 (up by 1,069 reports) due to focus on accurate recording with specific emphasis on handcuffing. Compliant handcuffing remains the most recorded use of force tactic. Taser use remains consistent on the previous financial year. Use of force is expected to remain consistent.

Current stop search demand is largely known, and future demand is expected to remain stable now that the reimplementation of the National Intelligence Model has been embedded. Use of force demand is known with the focus remaining on accurate recording. The force is actively reviewing its safeguarding approach to young people subject to policing powers and works with community members to independently review tactics used.

Step 2: Assessment of the workforce and other assets

Officers receive initial and refresher training on stop search and use of force in annual officer safety training, which incorporates legal and policy changes and a focus on technique and style. Supervisors review BWV, provide feedback and validate policing powers through the Mobile First application. The deployment and use of specific equipment and tactics, including taser, dogs and firearms, are subject to training, refreshers and scrutiny through existing governance.

The Use of Force Policy has been updated to mirror the Stop Search Policy and includes referrals mechanisms and safeguarding where applicable. There have been recent reviews of the Section 60 and Section 60AA forms to ensure effective community engagement and transparency.

HMICFRS judged Kent Police to be adequate at using its powers. Officers were found to understand stop and search powers, with reasonable grounds recorded. Areas of improvement were identified relating to recording and supervision of use of force and increasing the volume of reviews by the independent scrutiny panel and work is underway to address these.

Focus remains on self-defined ethnicity recording of those subject to policing powers to understand and address disproportionality. The Mobile First platform enables officers to accurately record interactions and supports quality assurance. The force is investing in this platform to enable more efficient and accurate recording, with clear accountability. In addition to robust internal scrutiny at operational, tactical and strategic levels, the force continues to engage in external scrutiny of policing powers to optimism learning, best practice and build trust and confidence.

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

A notable change in recording requirements will increase administrative demand as stops under Section 163 of the Road Traffic Act are recorded across the force, following a pilot by Tactical Operations. This will require additional training.

Kent Police aim to continue enhancing fair and effective use of policing powers through improved digital capability, optimised data collection, increased transparency, expanding governance and understanding disproportionality in line with the Police Race Action Plan.

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 capacity and capability.

MoRiLE Assessment		
Risk Score	Current	Future
1	GREEN	AMBER

Section 4 – Prevention and Deterrence: Serious Youth Violence

Step 1: Assessment of demand, including forecasts

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

The VRU supports the strategic co-ordination of the local response to serious violence. It commissions services to support and engage young people at risk of committing, and/or being victim of, serious violence. It leads on the Young Futures pilot, addressing children at risk of entering the criminal justice system. The VRU commissions interventions including sports in the community, 1-to-1 mentoring service for young people at risk of county lines and exploitation, and education programmes like Pol-Ed. The VRU will collaborate with problem solving in the Knife Crime Concentration Fund areas by referring eligible cohorts to VRU interventions.

The VRU contributes to the funding of a multi-agency data sharing platform and receives data from Kent Police, Medway Council, Kent County Council, the Probation Service, the NHS and Community Safety Partnerships. The team then identifies people, groups, places and times when violence is a risk.

Serious Youth Violence for the VRU's cohort reduced in 2025/26. Knife-enabled serious violence in under-18s reduced by 22.9% and by 4.5% for aged 18-24.

A strategic needs assessment has been completed to understand current and forecasted demand. Using a range of partnership data, the force assesses causes of violence, including population, school exclusions and economic disadvantage. The 2026/27 response strategy is agreed based on this information.

Step 2: Assessment of the workforce and other assets

The VRU is funded by the Home Office to reduce serious violence in young people under the age of 25, using a multi-agency, public health approach.

Kent VRU has Section 40 Personal Information FOIA. The director oversees the budget, staff, Home Office requirements (delivering against key performance metrics), and the co-ordination of the Serious Violence Duty. 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.

The result of late-notice, single year commissioning has created workforce insecurity and attrition. This has resulted in welfare needs and increased workload for remaining staff. It has impacted on delivery, with new referrals to the Young Futures programme having to be paused for a month period.

Kent VRU has sufficient equipment and non-workforce assets, including Buddi tags (voluntary electronic monitoring 'ankle tags') and round-ended knives as part of the Safer Knives Replacement Scheme. The VRU budgets for training opportunities to ensure the team are sufficiently skilled.

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

The VRU will continue to lead on the establishment and trial of Young Futures Panels. The team explores match funding opportunities wherever possible and two new partnerships are being developed in 2026. There is an added expectation from the Home Office this year to plan for sustainability, critical when it is forecasted VRU funding could be reduced by up to a third.

The VRU facilitates the Serious Violence Duty and will increase accountability from all statutory bodies. This will begin with the mapping of provisions to identify areas of duplication, gaps in risk management, and opportunities for collaboration, to ensure a coherent and cost-effective response to serious youth violence across the county.

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 will fund the VRU for three more financial years, but funding is expected to reduce, providing a level of uncertainty. The VRU will continue to work with external evaluators to improve the services of commissioned interventions and embed practices such as the Safer Knives Replacement Scheme and Buddi Tag System (both cited within the College of Policing practice bank) within Kent Police as part of every-day business to protect the community.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Section 5 – Investigations: Forensic Services

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, computer 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 2025 was 3.3%, the same as 2024, demonstrating stability. 33% of crime scenes attended were burglary dwelling offences, in line with recorded crime and CSI tasking processes. Future demand for CSI attendance and examination is predicted to remain steady.

Contracted external forensic services have been stable in 2025, however forensic submissions to external providers have reduced. This is linked to changes in working practices following the implementation of the new Forensic Case Management System (FCMS Nimbus) in June 2025 and is expected to return to normal levels in 2026.

National oversight was introduced for complex firearms cases due to reduced capacity in the commercial sector for this forensic specialism and the service is coping well with demand. Overall, capacity and capability of forensic service providers have steadily improved throughout 2025 yielding improved turnaround times for many activities.

Version 2 of the Forensic Science Regulator's (FSR) Code of Practice was implemented in October 2025. Although statutory requirements have been in place since October 2023, the true impact on the Criminal Justice System is yet to be seen. Whilst compliance with statutory regulation remains a source of demand for the foreseeable future, a mature quality management system is well embedded across all internal forensic activities. Version 2 of the FSR Code streamlines the approach in some areas, for example crime scene investigation, so a reduction in demand is anticipated within the next 18 months.

An estimated 90% of crimes now have a digital element and data volumes on digital devices have grown exponentially, with new technologies and criminality developing. These factors combined have increased demand on digital forensics 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.

Currently, the impact of National Forensic Reform on future demand is unknown.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff (inc PCSOs)		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Forensic Services	7.50	-6.67%	6.59	143.26	-10.99%	6.09

Forensic staff, equipment 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 professional development programmes for all forensic practitioners with ongoing 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 is a key consideration and maintains the condition of the workforce.

Supervisory ratios are appropriate, aiding effective attendance management and timely professional development reviews. Crime Scene Investigators, DF practitioners, and Forensic Collision Investigators have frequent exposure to unpleasant incidents and distressing material. Annual wellbeing assessments together with TRiM and other force wellbeing services are used to support staff.

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

Demand will be met through:

- Full delivery of all functionalities within the new FCMS will ensure the benefits are fully realised across all forensic teams and for officers using the submissions portal.
- Implementation of the Digital Forensic Platform (DFP) solution will link all Digital Forensic Hubs across the force, improving the efficiency of data extraction and storage. A Digital Evidence Review Portal will provide officers with immediate access to review extracted data, reducing delays in the end-to-end time for investigations reliant on the examination of digital devices. The DFP is being designed to deliver a Senior Accountable Individual (SAI) approved system for the management and review of digital data which is compliant with the FSR Code of Practice.
- Wider use of automation across Forensic Services to improve efficiency, with a focus on automated extraction of mobile phone data (an integral part of the DFP solution) and high-volume forensic submissions queues.
- Implementation of revised Service Level Agreement (SLA) for Forensic Collison Investigation to focus on the most serious incidents.
- Full implementation of the national system PDS Digital Fingerprint Capability (Xchange Platform) to streamline fingerprint identification services.

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.

Examinations of digital devices are already more effectively prioritised with a revised SLA in place, and delivery of the Digital Forensic Platform and wider use of automation will bring greater efficiency to meet future demand.

The progress of ISO accreditation continues to ensure compliance with statutory regulation and Version 2 of the FSR Code of Practice will streamline the process for crime scene investigation enabling this demand to be met.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 5 – Investigations: Volume Crime

Step 1: Assessment of demand, including forecasts

Volume crime is 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 four years, with a small rise of 0.6% of theft offences (specifically shoplifting), 11.9% increase in drug offences and 7.3% increase in possession of weapons during financial year 2025/26. 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.

Hate crime investigations go to VBCT for investigation. High-risk will be investigated by Criminal Investigation Departments (CID). The total volume of hate crime both notifiable crime and non-crime incidents has remained broadly stable with 4611 incidents in 2024 and 4709 in 2025. 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 however forecast data is suggesting a decrease of 29.7% over the next four years.

Comparing 2025/26 to 2024/25, the force has seen increases in charges for shoplifting (12.5% increase), criminal damage (22.3% increase) and possession of weapons (0.7% increase). All crime has seen an increase in charges (6.6% increase) and solved outcomes (5.5% increase). The charge rate for all crime has risen by 1.3% and the solved outcome rate has increased by 1.7%.

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	412.00	-8.46%	11.28	4.72	0.00%	0.00

Levels of service, experience and skill remains a challenge with 61% of officers having less than five years' service in 2025/26. This is, however, an improving picture from the 70% seen in 2024/25. Removal of the Investigative Development Model (IDM) has placed inexperienced investigators into volume crime investigation with high caseloads. Ongoing investment in training and CPD for VBCTs will continue to improve capacity, capability and service quality for victims, as well as the quality of investigations.

In the HMICFRS PEEL 2025-27 inspection Kent Police was judged adequate at investigating crime. The report highlights positive performance improvements, with increasing positive outcome rates, strong victim focus and good use of victim needs assessments. The introduction of investigative habits demonstrates commitment to improving investigative quality and victim confidence.

Governance structures manage performance. Daily meetings address 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.

Sickness levels within VBCT are decreasing compared to 2024/25. VBCT has sufficient equipment and non-workforce assets to perform their function.

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

Projected demand over the next four years indicates an overall reduction in all crime. 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. The force Change Team is currently undertaking a review of the VBCT model, focused on a sustainable operating model and delivering improved investigative performance.

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 deal 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 manage periods of heightened demand.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Section 5 – Investigations: Criminal Investigation Department (CID)

Step 1: Assessment of demand, including forecasts

Criminal Investigation Department (CID) and Proactive CID have been functioning in their current format for 16 months following the large-scale Divisional Policing Review (DPR) detailed in the 2025 Force Management Statement.

Demand has continued to stabilise with the new model embedded across the force. The volume of crime investigated in CID and Proactive CID remains at nearly a quarter of all crime being investigated.

Recorded domestic abuse (DA) has decreased by 2.75% in 2025/26, with intimate DA decreasing by 4.7%. The interview rate has remained stable, with a slight increase to the solved rate at 10.2%. Residential burglaries have fallen by 8.9%, the last quarter of 2025/26 saw an increased solved rate of 5.2% with a slight drop in the overall year of 0.5%. Robbery follows the trend of burglary in respect of the solved rate due to the change to Home Office Crime Recording Rules (HOCR) for robbery, which now includes shoplifting where violence is used. Personal robbery has fallen by 14.2% in 2025/26 and is predicted to continue to reduce. Violence against the person has also seen a reduction for 2025/26 of 6.5% and an improved solve rate now sitting at 12%.

Offences on the rise include theft, drugs and possession of weapons. Violence connected to drug-related offences continues to be a focus. Drug-related offences have increased by 11.9% in 2025/26 compared to 2024/25 – particularly positive as these offences are identified through intelligence building and proactive policing. However, this creates demand regarding forensic submissions and digital device download. Investigation length is protracted due to these enquiries. This increase is expected to continue in the next four years.

Sexual offences including sexual assault, exposure, voyeurism and sending or sharing of images without consent have collectively increased. The continued focus on violence against women and girls (VAWG) means increased reporting is likely to continue. The continued focus on predatory offences drives investigative improvements, ensuring a preventative approach is also being taken working collaboratively with other departments.

Organised Crime Groups continue to find new methods of offending. This is tackled using the National Intelligence Model (NIM) looking at those causing the most harm and using joint approaches to tackle them. However, further work is required to understand cross border and county offending. This area saw improvement in 2025/26, but work is ongoing to prevent and interrupt this criminal activity.

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	332.00	-3.41%	10.15	-	-	-
Proactive CID	157.50	-10.65%	14.68	28.87	-3.21%	11.55

CID establishment strength is good, and increased resilience has helped the management of crime. Retention of experience within CID is now necessary. There is still regular movement of investigators, which had been consistent over the first 12 months post DPR. This has started to slow and the numbers moving to other investigative roles are slowly starting to reduce. This enables stability in CID, as well as the other investigation teams. The CID teams now include either the required number of detectives, or a good proportion of the requirement.

The main supply of staff to CID is the investigative pathway. Recent intakes have had reduced numbers, which have left vacancies across CID and Proactive CID. There has been less attrition in recent months from the pathway with a more embedded and stabilised working environment.

In the HMICFRS PEEL 2025-27 inspection Kent Police was judged adequate at investigating crime. The report highlights positive performance improvements, with increasing positive outcome rates, strong victim focus and good use of victim needs assessments. The introduction of investigative habits demonstrates commitment to improving investigative quality and victim confidence.

The force has a detective resilience plan and established governance arrangements that continue to monitor and understand the needs of the force.

The force is over the required detective strength, and the aim is now to ensure those individuals are in the right roles for their skills, as well as to continue to build the pipeline within the CID teams for detective numbers.

CID has sufficient equipment and non-workforce assets to perform their roles.

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

The full establishment of teams and those appropriately trained continues to be the focus to ensure CID and Proactive CID can deal with the anticipated demand.

The following measures will help CID meet future demand:

- The 'Empowering Leaders & Reducing Bureaucracy' work (a project launched in 2025 designed to strip out unnecessary bureaucracy) continues. This has seen some good time savings made for officers, which enables them to have an increased capacity for investigations.
- The work with the Crown Prosecution Service (CPS) continues in respect of proportionate disclosure. This is working well regarding guilty anticipated plea (GAP) files, and therefore focus is currently on not guilty anticipated plea (NGAP) files – where there will be the greatest impact for CID.
- Focus on investigative habits and the core investigation principles will continue to see growth of investigative mindset and decision making. This is a continuous cycle due to the number of new staff on the investigative pathway being received. The ability to stabilise this transition of staffing will benefit CID.
- The dissemination of investigative lessons learnt from boards such as Organisational Learning, Homicide Prevention, and Serious Case Review enables staff to take a preventative approach.
- Strong working relationships within Divisional teams enables resourcing and resilience to be managed with a collaborative working approach.

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

Drug trafficking is currently increasing, and this is likely to build pressure regarding processing exhibits, attending drug-related deaths, and violence related to drugs. This is an area the force will need to monitor and proactively target the threat, risk and harm from this offending.

The requirement for consistent resourcing and experience to ensure stability within CID and Proactive CID is expected to be attained through 2026/27. This will further enable overall demand to be met, and complex crime to be more effectively investigated.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Section 5 – Investigations: Criminal Justice Unit

Step 1: Assessment of demand, including forecasts

CJU demand continued to rise in 2025 compared to 2024 with a 10.9% increase in cases submitted to court – 11,947 total. Police charge receipts averaged 386 per month in 2025 compared to 368 per month in 2024.

Divisional Case Review Teams (DCRT) quality assures case files against standards 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 2025, averaging 79.3%.

The Proportionate Disclosure Pilot, started in Kent in September 2025 and expanded to the Southeast CPS region in November 2025, has reduced the material required for a Pre-Charge Decision Magistrate case file. Feedback from officers has been positive with a significant time saving of 1 hour 6 minutes on a not guilty plea file. The trial will be expanded to cover Crown cases in 2026.

Kent's adult Out of Court Resolution team continues to deliver a caution clinic model in preparation for future legislation changes. The digital tool, Make Time Count (MTC), is used to manage the process. In 2025/26, 7,033 Community Resolutions were issued, a 7.4% increase on 2024/25.

During 2025, the Wanted Persons Bureau (WPB) managed 3,616 warrants and 766 recalls to prison, representing an 11% warrant increase and a 90% increase in recalls compared to 2024. Considering the changes arising from the Independent Sentencing Review, including more offenders managed within the community, WPB demand is expected to continue to increase throughout 2026 however volumes at this time are unknown.

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	30.00	-0.57%	10.63	259.10	-9.71%	12.37

CJU has experienced high absence rates. Multiple complex welfare cases are being managed through the Attendance and Wellbeing Management Group (AWMG) and line management, with absence discussed at daily management meetings. Staff from HR and the Performance Improvement Unit are working on upskilling supervisors.

The HMICFRS PEEL 2025-27 reported "the force monitors file quality against national file standards to identify common issues. It uses this information to find good practice and areas of learning and to provide feedback to investigators and the Crown Prosecution Service".

Despite vacancies across CJU, the vacancy rate for police staff remains above the Kent Police 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 completing forcewide training to improve case file quality at first submission. This will reduce the time taken for cases to be reviewed, rejected and re-reviewed after remedial work completed. The department is also exploring ways to streamline the review process and structure of CJ to improve efficiency. The Proportionate Disclosure Pilot, whilst creating demand in the short term is expected to reduce the time taken to build and review a file.

Investments in intelligent automation and opportunities to create case file material will transform case file quality and reduce errors in files submitted to DCRT.

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

There is expected to be an increase in case files submitted and other demands on the Criminal Justice System. However, work with the CJ structure and the Proportionate Disclosure Pilot will continue to identify efficiency opportunities, reducing demand whilst improving quality. It is anticipated demand will be met.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Section 5 – Investigations: Victim and Witness Care Unit

Step 1: Assessment of demand, including forecasts

The working caseloads across all Kent Courts remains an area of concern and a strategic risk for the force. High volumes continue to increase waiting times, with some Crown Court trials being listed into late 2029. The Victim and Witness Care Unit (VWCU) is seeing a sustained upward trend in caseloads, managing 4,334 cases in March 2025, rising by 28.3% to 5,562 in March 2026.

There are continued efforts to tackle Court workloads, including access to Crown Courts in the wider Southeast region. Both Woolwich and Southwark Crown have been hearing cases from Maidstone Crown, however this concluded in March 2026. Longer term plans to manage case volumes are yet to be confirmed.

Late movement of trial venues causes uncertainty for victims and witnesses, compounded by long waits to get justice. This also negatively impacts frontline policing, removing officers and staff from operational duty.

The force continues to scrutinise delivery of the Victims' Code, with increased manual data sampling to track and ensure compliance. The HMICFRS PEEL 2025-27 report stated "The force prioritises victim care. It reviews any outstanding victim updates, missing victim contracts or needs assessments during daily management meetings. Leaders are held accountable." 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	-1.73%	19.46

The force has continued to invest in a staff uplift to mitigate the increases in caseload, with funding agreed for 2026/27.

The force has commissioned a further review of the VWCU to identify options to meet demand increase, along with supporting any national Home Office reviews.

Technological solutions have been explored to identify solutions to improve capacity and better meet the needs of victims and witnesses. Examples include digital needs assessments to enable victims and witnesses to provide, often sensitive information, at their convenience. Introduction of Live Chat has also opened further channels for victims and witnesses to request updates and ask questions. Robotic Process Automation (RPA) is being introduced to relieve some of the administrative burden on the team.

VWCU has strong collaborative relationships with Criminal Justice System partners, contributing to weekly case progression meetings. These provide a platform to discuss case readiness, resolve outstanding queries and represent the victim voice. Whilst Court demand impacts waiting times, the VWCU high standards of support are vital in victim and witness engagement. Case losses due to victim or witness attrition increased in mid-2025 but are now below the national average – testament to the critical services made by the team.

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

The force has extended funding for additional posts to manage the increase in demand. VWCU working processes are being further reviewed to optimise efficiency, along with introducing greater 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

The significant upward trend in demand continues to be a strategic risk, along with the demands of keeping victims and witnesses engaged over protracted periods – exacerbated by the movement in trial dates and late notification of witness requirements. Focus on technological solutions to drive efficiency, eliminate unneeded bureaucracy and reduce the administrative burden seek to create capacity. This will empower the VWCU to focus on victim and witness care, ensuring continued high standards and meeting obligations under the Victims' Code.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Section 5 – Investigations: Traffic Process Unit

Step 1: Assessment of demand, including forecasts

Traffic Process Unit (TPU) processed 14.2% more camera offences in 2025/26 compared with 2024/25, driven by increased stability across the camera estate and back-office systems. This enabled consistent processing throughout most of the year until technical issues emerged nationally toward the end of 2025.

The uplift in enforcement activity resulted in corresponding disposal increases. National Driver Offender Retraining Scheme (NDORS) educational course completions rose by 36.2% compared with 2024/25. Issue of Fixed Penalty Notices increased by 60.4%, and prosecution referrals grew by 13.6%.

Section 38 Health & Safety FOIA.

There has been growth in officer-submitted Traffic Offence Reports, which increased by 2.1% compared with 2024/25. Allegations of bad driving have also risen, averaging an additional 100 submissions per month. Road traffic collision reporting has seen a notable increase, with volumes up by 61.3% from 2024/25. This rise has driven an increase in offences requiring police-led prosecution.

Section 38 Health & Safety FOIA.

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	-	-	-	88.07	-15.20%	9.41

Although there has been significant recruitment activity throughout the year, vacancy levels impact ability to keep pace with increasing workloads. Prioritisation based on threat, risk, and harm has continued to be essential for the highest risk and most urgent cases to progress without delay.

TPU equipment and assets are sufficient to support daily operations. However, a proportion of hardware is ageing, and routine replacement will be required to maintain performance and ensure continuity of service.

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

New technical solutions in TPU will enable the department to manage increasing levels of demand more efficiently. Automation of online nomination verification will significantly reduce the amount of manual intervention currently required when processing Notice of Intended Prosecution (NIP) responses.

The back-office enforcement system upgrade, due for completion in 2026, will support future technological enhancements. Section 31 Law Enforcement FOIA.

Advances in the integration between Single Online Home and the force Collision Recording and Sharing (CRaSH) system will bring further efficiency. The new interface will eliminate or significantly reduce staff manually re-keying collision information into the CRaSH application – improving accuracy and reducing collision report backlog.

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

The technical upgrades planned for 2026 will strengthen TPU capacity to meet increasing demand across several key areas of offence processing. As automation and workflow efficiencies mature, the TPU will be better positioned to process a greater proportion of these offences, however, additional resources may still be required.

Despite these expected gains, some areas of demand will remain challenging. Allegations of bad driving continue to require substantial manual effort, and delays in implementing the planned technical solution mean processing remains time-consuming. This will continue to place pressure on staff and likely constrain overall performance.

Persistent staffing gaps and lengthy recruitment processes reduce TPU ability to absorb increases in demand, even where efficiencies have been introduced.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 5 – Investigations: Custody

Step 1: Assessment of demand, including forecasts

Kent Police operates six custody suites with 140 cells, plus five more at Bluewater Shopping Centre. In 2025, detentions increased by 5.15% compared to 2024. Detentions are expected to increase over the next 12 months exceeding 30,000 in 2026/27 and are forecast to increase by 16.1% over the next four years. Refused detentions remained consistent at 2.2% in 2025.

Children in custody decreased by 0.67% in 2025 and continues to receive enhanced scrutiny to ensure appropriate care and safeguarding, with opportunities to reduce time in police detention through access to appropriate adults, legal advice and, where applicable, Local Authority accommodation.

Voluntary Attendance Interviews (VAI) continue to be used as part of investigative decision-making. This has contributed to a higher proportion of detainees being brought into custody and fewer refused detentions.

Remand volumes increased by 22% in 2025, resulting in more detainees held overnight, increasing detainee care, supervision and risk management while individuals await court transfer. The average first detention period decreased from 16.41 hours in 2024 to 15.1 hours in 2025.

Use of VRH increased during 2025, forecast to continue into 2026 in line with rising detention and remand volumes. Funded VRH trials continue in partnership with HMCTS, although operational challenges remain due to the timing and pace at which detainees are called to court.

Forensic Healthcare Practitioner (FHP) demand is increasing, conducting an average of 977 clinical assessments per month in 2025 (14.4% increase from 2024), and an average of 84 Road Traffic Act blood procedures each month. In July 2025 Operation Nightingale was introduced, using FHPs to support injury documentation and body mapping for domestic abuse victims. Demand for FHP services is expected to continue rising during 2026.

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	+29.44%	12.12	101.00	+2.30%	15.04

Following an internal custody review in 2025, the force increased supervisory capacity while reducing reliance on Detention Officers as part of a more supervision-led operating model. This model relies on flexibility from other teams, with trained Sergeants from Local Policing Teams (LPT), Community Safety Units and Victim Based Crime Teams continuing to provide additional supervisory cover where required, alongside a reliance on LPT Duty Managers to complete statutory PACE reviews.

Detention Officers support Custody Sergeants through booking-in, biometrics, appropriate adult arrangements and detainee entitlements, with further capacity provided through 250 Police Constables trained to undertake the gaoler role.

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

To support resilience, custody training for Sergeants from other teams will continue, and custody-trained staff from across the organisation will complete a minimum number of annual CPD shifts to maintain competence. Gaoler training for Police Constables remains well established.

Prison overcrowding and demand across the Criminal Justice System continue to place pressure on custody staff and facilities – particularly regarding remand and overnight detention. While partnership and governance arrangements support day-to-day management of these pressures, they continue to add to the operational burden within custody. Kent Police will continue to work with HMCTS partners to explore the use of technology and Virtual Remand Hearings (VRH) where appropriate.

The Children in Custody Concordat and Youth Justice Board support efforts to reduce the time children spend in police detention and ensure timely transfer to Local Authority accommodation where bail is denied.

Kent Police will continue to explore opportunities to improve efficiency through digital solutions and automation, particularly regarding notification and recording processes. FHPs will continue to prioritise activity based on clinical need.

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

A planned review in 2026 will assess the new model's impact on workload, staffing pressures and wider force demand. The flexible approach described above enables trained officers and Sergeants from other teams to assist the Command to meet periods of high demand, ensuring all demand is met.

Section 5 – Investigations: Intelligence

MoRiLE Assessment		
Risk Score	Current	Future
8	RED	RED

Step 1: Assessment of demand, including forecasts

Level 1 Intelligence was previously owned by individual Divisions but was moved to Serious Crime Directorate (SCD) Intelligence in early 2026. The team provides intelligence support around priority nominals, crime series and locally owned Organised Crime Groups (OCGs), and tactical vulnerabilities.

SCD Level 2 Intelligence provides support to proactive operations linked to organised criminality and serious crime, such as homicides. Demand is high; however, it is forecast that team capacity can meet it.

The SCD Intelligence Bureau (IB) processes all submitted intelligence in accordance with the National Intelligence Model (NIM) intelligence processing cycle, responding to requests for information from partners like Probation. In 2024/25 there was a significant increase of intelligence report submissions – 104,042, a 35% increase on the previous year. In 2025/26 there was a further increase – 118,922 reports submitted, as the NIM reinvigoration continued. Submissions are expected to further increase, due to the review and greater understanding around Control Strategy Intelligence Gaps and Strategic Intelligence Requirements.

The force anticipates an increase in intelligence submissions and capacity to manage partner requests for information is an increasing challenge. Probation checks have increased by 10.3% from 12,846 in 2024/25 to 14,170 in 2025/26. 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, and 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 2024 there were 613 partnership and educational engagements. This rose to 798 in 2025. The P&P Team also engaged with 2,349 victims providing safeguarding and prevention advice, submitted 544 disruption reports, and distributed 275 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**). 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

	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	-4.03%	15.59	17.87	-4.12%	9.23
IB & FIB	22.00	-1.82%	5.05	59.72	-12.29%	6.95

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 of the Level 1 Intelligence function to ensure efficiency.

Level 2 Intelligence uses trained and qualified staff to explore innovative online opportunities 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 progressing options to automate process with AI.

Kent Probation has a small team trained to complete their own checks by direct access to Kent Police systems and plans are progressing to expand this team further. This should create additional capacity in IB and improve collaborative working. Demand from HMP Prisons, of which there are eight in Kent, remains high in partnership with the Southeast 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 continual review of IB function regarding the current backlog and anticipated future demand, focusing on improved demand management by using evolving technology and partnership working. The IB works to a fully collaborative model between Kent Police and Essex Police, ensuring workload is prioritised and managed appropriately.

Kent reduced its OCG Management Unit (OCGMU) capacity and has trained LROs and local leaders to identify and score SOC threats, supported by a dedicated Force Intelligence Bureau (FIB) sergeant.

The force 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 ensures 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 officers and staff, as well as key stakeholders. Consequently, there has been 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

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. Demand will increase due to this enhancement and growth in CCTV and other like systems.

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 tackling serious SOC threats from OCGs and provide reassurance around the support provided by ERSOU.

A fully collaborative IB between Kent Police and Essex Police allows for resources to be flexed across both forces during heightened demand, whilst also providing more resilience in this area of business. An assessment is underway to ensure a sustainable staffing model can meet future demand due to the increasing demand of Intelligence reports and Probation service requests.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 5 – Investigations: Outcomes and Recording Standards

Step 1: Assessment of demand, including forecasts

The Data Audit Team (DAT) independently assures crime recording accuracy and data quality through a Chief Officer authorised flexible audit programme – enabling responsive audits where risk, learning or performance issues emerge. In 2025/26 the DAT conducted 36 audits, an additional 25 from those scheduled.

Demand is driven by recorded crime level/complexity, changes to Home Office Crime Recording Rules (HOCR), National Crime Recording Standards (NCRS) and outcome frameworks, and HMICFRS inspection activity and internal assurance requirements. In 2025/26, DAT's thematic audits focused on victim vulnerability, outcome accuracy, and emerging recording risks. Demand is forecast to remain stable in the medium-term, with any additional pressure likely to come from national changes to outcomes, crime definitions, or inspection expectations.

The Dedicated Decision Maker (DDM) Team is responsible for crime reclassification, cancellation and transfer decisions, solved outcomes finalisation, specific unsolved outcomes finalisation, and finalisation of N100 and associated 'N' style records in line with national guidance. The team complete approximately 100,000 Athena taskings each year.

Demand is influenced by overall crime volumes, the proportion of crimes reaching a positive or evidential outcome, use of out of court disposals, and levels of non-crime incidents and 'N' type records. Whilst recorded crime has shown relative stability, with a slight decrease projected over the next four years, performance improvements across investigative teams are expected to result in increased volumes of positive outcomes, deferred prosecutions, and out of court disposals; all of which require DDM oversight. This increased demand is anticipated to be offset by improved upstream decision making, clearer investigative ownership, and the removal of non-core DDM tasks.

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	-	-	-	12.53	-2.00%	6.46

The workforce is stable and appropriately skilled to meet current demand. Staff are trained in HOCR, NCRS and outcome application. Authority to act as a DDM is granted by the Force Crime & Incident Registrar as per national requirements.

While current demand is met, any significant reduction in staffing would create vulnerability during periods of sickness, leave, or demand spikes. Opportunities to further automate elements of tasking and outcome processing are being explored to improve efficiency and resilience.

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

DAT and DDM Team will prioritise appropriate crime outcome application by frontline staff (HMICFRS PEEL 2025-27 area for improvement). Both teams are experts and will deliver improvements through audit, review, and training.

Improvements in investigative performance and outcome quality are expected to increase solved outcomes over the medium-term. The DDM Team will continue to focus on core statutory and standards-based responsibilities, ensuring decisions remain compliant, proportionate, and auditable.

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

Kent Police expect to meet the full extent of future demand relating to crime recording compliance and outcome administration.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

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

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), forced marriage (FM) and female genital mutilation (FGM) may occur. The force attends community meetings to raise awareness of available help, working with the Independent Advisory Group (IAG).

Reported numbers remain very low meaning forecasting future demand is difficult. The force has seen a 21% increase in crime incidents over the last year (from 38 in 2024 to 46 in 2025), and a 20% decrease in non-crime incidents (from 25 in 2024 to 20 in 2025). Combined numbers show a marginal increase of 4.8%.

	Crime				Non-Crime			
	FGM	Forced Marriage	Other HBV	**Total HBV**	FGM	Forced Marriage	Other HBV	**Total HBV**
2022	*	*	73	**74**	*	*	23	**25**
2023	*	*	56	**60**	*	*	9	**11**
2024	*	*	36	**38**	*	*	20	**20**
2025	*	*	38	**46**	*	*	14	**20**

* Information redacted - Section 40 Personal Information FOIA

A multi-agency Task and Finish Group has been set up to look at how to increase victim confidence and reporting.

The monthly HBA Tactical Group is also being re-established, which will review every HBA crime reported to the force, ensuring robust investigation and effective safeguarding of victims.

The force has introduced Protective Orders Officers who identify cases where orders will increase victim safety. 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	251.00	-8.98%	13.37	11.30	-0.44%	26.03

The Rape and Domestic Abuse Investigation Team (RDAIT) investigates all HBA, FGM and FM offences. RDAIT is currently experiencing high absence rates. The force monitors sickness via a monthly attendance management process, enabling a proactive and supportive approach to bringing officers back into the workplace. Teams have sufficient equipment and non-workforce assets to perform their roles.

HBA, FM and FGM feature in the DA module of the Vulnerability Investigation Development Programme (VIDP) and on the Specialist DA Investigators Course. VIDP completion is 74%. 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.

Force Control Room staff have received HBA, FM and FGM training to ensure the correct identification of these offence types.

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

Over the next four years projected demand is anticipated to be low. Despite absence rates in RDAIT, resourcing remains appropriate to manage demand increases. Work continues to improve community trust and confidence in reporting.

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

Kent Police expect to be able to meet future demand.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Section 6 – PVP: Stalking and Harassment

Step 1: Assessment of demand, including forecasts

Stalking cases have remained steady since increases in 2020/21 brought about by the introduction of the Domestic Abuse Risk Assessment (DARA). The force saw a 1% decrease in stalking reports in 2025 when compared with 2024. 80% of stalking crimes were associated with domestic abuse (DA), and with DA recording experiencing a decreasing trend, a reduction in the recording of stalking would be expected. However, the decrease seen is minimal, indicating victim confidence in reporting remains high.

Harassment has fallen since 2020/21 and shows a minor still decreasing trend (-3%) in 2025. This follows national changes to crime recording, with a requirement to record stalking in the first instance as opposed to harassment in DA cases. Cyber stalking has increased nationally, with the force continuing to see an increase in online stalking (+28% in the last 12 months). This area is predicted to continue to increase.

Forecast data for the next four years indicates all categories of stalking will remain broadly stable with a minor reduction of 6.1% over four years. In contrast online stalking is predicted to increase by 27.8% over the same four-year period.

The Kent Stalking Intervention Programme (KSIP) focuses on whether Stalking Protection Orders (SPO) are appropriate. Case referrals are subject to a screening process by the Stalking Lead prior to the KSIP meeting. This provides an opportunity to ensure 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.

Kent Police currently has 250 SPOs in force, among the highest nationally. The application process for SPOs creates a demand for the Rape and Domestic Abuse Investigation Team (RDAIT) and Criminal Investigation Department (CID) teams, who complete the paperwork following a referral into KSIP. Legal Services continue to complete the application process to the court. When new legislation becomes law enabling courts to impose SPOs at the conclusion of proceedings, this is expected to reduce some demand experienced by these teams and by Legal Services.

From February 2026, the force established Proactive Domestic Abuse Teams which are now responsible for post order management of SPO offenders. This capability strengthens offender management and will improve arrest timeliness – reducing repeat harm caused by prolific stalking 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)
CID	332.00	-3.41%	10.15	-	-	-
RDAIT	251.00	-8.98%	13.37	11.30	-0.44%	26.03
VBCT	412.00	-8.46%	11.28	4.72	0.00%	0.00

DA and stalking cases are allocated between VBCT, CID and RDAIT based on risk. These teams are all experiencing higher levels of absence. The force 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.

In terms of training, 92% of all officers and staff within the force have completed the mandatory College of Policing training on Stalking. The Advanced Domestic Abuse course continues to be delivered by Learning and Development and is attended by both RDAIT and CID officers investigating all risk levels of domestic abuse. Although this is a domestic abuse course, it includes a half day specialist input from the force Stalking Manager. Within this training, cyber stalking, risk assessment, stalking legislation, SPO applications and stalking typologies are covered. This strengthens understanding of stalking behaviours and risk escalation.

Kent Police Cyber Crime specialists have provided targeted inputs to domestic abuse teams investigating online stalking and technology-enabled abuse. The Cyber Crime Unit now attends KSIP to provide expertise on cases.

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

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 expected next year. As discussed in Step 1, 80% of Kent's stalking derives from DA, which continues to drop. Although demand projection would suggest a 6% increase in stalking, a fall in DA will likely keep this increase lower. Harassment is projected to continue to decrease.

Stalking is a complex crime requiring a degree of expertise to investigate. It was recognised through both the national Stalking Super Complaint and the internal Force Inspectorate review of Stalking, that the quality of some investigations needed improvement. Actions have been worked through, including increased training provision, particularly around cyber stalking. Further cyber stalking CPD is scheduled for the coming year.

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.

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

Demand for stalking and harassment investigations is not expected to rise. However, case complexity is likely to increase as offenders make greater use of technology. While this may prolong investigations and place additional pressure on teams, continued investment in officer training, particularly in cyber-related skills, will help maintain investigative capability and resilience.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Section 6 – PVP: Domestic Abuse

Step 1: Assessment of demand, including forecasts

Domestic abuse (DA) demand in Kent has reduced over the last three years, followed by a forecasted increase in 2026, alongside a shift in risk profile.

DA has reduced from 31,120 reported incidents in 2023, to 28,296 in 2024, and 27,458 in 2025 – representing a cumulative reduction of 3,662 incidents (-11.8%) over two years. Forecasting indicates overall DA demand is anticipated to increase in 2026 to approximately 29,581 incidents, signalling a return towards 2023 volumes rather than a continuation of recent decline. Forecast data from 2027 onwards follows the pattern of reduction.

The risk profile of DA continues to change. High-risk DA has shown a downward trend, reducing from 2,067 cases in 2022, to 1,803 in 2023, 1,764 in 2024, and 1,460 in 2025. A further reduction is anticipated to around 1,250 cases in 2026, representing an approximate 40% reduction since 2022. This indicates fewer incidents reaching the most acute harm threshold.

In contrast, medium-risk DA is forecast to increase in 2026, rising from 6,069 cases in 2025 to approximately 7,648 cases. This is expected to be offset by a corresponding reduction in standard-risk DA, suggesting a redistribution of risk rather than a growth in reporting. This is operationally significant, as medium-risk cases typically require sustained safeguarding, supervisory oversight, and early intervention to prevent escalation.

In parallel, the force has strengthened its preventative approach to serious harm through a shift towards proactive safeguarding and offender disruption. A specialist Preventative Orders and Safeguarding Team has been established following work improving the use of Domestic Violence Protection Notices (DVPNs). This has delivered a step change in preventative activity, with DVPNs increasing from 177 in 2024 to 468 in 2025. This momentum has been sustained into 2026, with 104 DVPNs issued in the first two months of the year, indicating preventative practice is embedded and operating at scale. The HMICFRS PEEL 2025-27 inspection findings supported this stating "the force uses appropriate measures to safeguard vulnerable people and reduce any risk from offenders".

Enforcement activity has also increased. Breaches of DVPNs/DVPOs rose from 50 in 2024 (34%) to 168 in 2025 (40%), reflecting both increased use of protective orders and improved identification and enforcement of non-compliance.

The effectiveness of applications has also improved. DVPNs resulting in a Domestic Violence Protection Order (DVPO) at court increased from approximately 80% in 2024 to 90% in 2025, indicating stronger decision making, improved evidential preparation, and greater confidence in preventative powers.

Kent has also increased its response to the Domestic Violence Disclosure Scheme (DVDS/Clare's Law). In 2024, 941 disclosures were made (44% disclosure rate). Demand increased in 2025, with 2,883 applications received, resulting in 1,235 disclosures, maintaining a consistent 44% disclosure rate. This consistency provides confidence disclosures are being made proportionately and where risk is identified. Effective use of DVDS supports informed decision making by those at risk and is likely to reduce repeat victimisation and harm.

Kent Police continues to manage the highest risk DA victims through the Multi-Agency Risk Assessment Conference (MARAC) process, a critical safeguarding control within the force's DA framework. MARAC demand has increased under the revised operating model, with referrals rising from 3,074 in 2024 to 3,278 in 2025/26 (approximately +7%), reflecting improved identification of high-risk victims rather than increased harm. The force works closely with local authority, health, probation and specialist DA partners to ensure timely and proportionate information sharing, action planning and protective interventions. MARAC activity is closely linked to police-led safeguarding actions, including DVPNs/DVPOs and civil orders, and is overseen through established partnership governance to ensure quality, consistency and victim-centred outcomes.

The force is re-invigorating the Multi-Agency Tasking and Coordination (MATAC) process as a core offender-focused mechanism to manage the most harmful DA perpetrators. It complements safeguarding by using analytical tools to identify high-harm perpetrators. MATAC governance is aligned to Crime Command, with strategic oversight provided through the DA portfolio, and operational delivery supported by the Proactive Domestic Abuse Teams and partner agencies. MATAC strengthens Kent's ability to disrupt offending, co-ordinate enforcement and prevention, and reduce repeat demand through a multi-agency response.

While DA demand is forecast to rise in 2026, this sits alongside a continued reduction in high-risk DA, improved frontline risk identification, and an increase in preventative safeguarding interventions. Kent's focus on training, early intervention, and proactive harm prevention is reshaping the DA risk profile and mitigating escalation into the highest harm categories.

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	332.00	-3.41%	10.15	-	-	-
RDAIT	251.00	-8.98%	13.37	11.30	-0.44%	26.03

DA investigative responsibility is shared between Rape and DA Investigation (RDAIT) Team (high-risk) and CID (medium- and standard-risk).

In RDAIT the required detective establishment to meet operational demand is assessed at 115.2, against a current strength of 99.96, resulting in a capability gap of 15.6 detectives. There are currently 33 officers on the National Investigators' Examination pathway. Detective Sergeant numbers are assessed as establishment 32 against a strength of 29.6, a shortfall of 2.4 supervisors.

Kent Police has introduced Proactive Domestic Abuse Teams, providing a dedicated arrest capability. Teams are locally based but centrally tasked. This strengthens offender management and improves arrest timeliness. A Preventative Orders and Safeguarding Team has also been introduced, working closely with MARAC teams to ensure police referrals are completed for the highest risk DA victims.

The advanced DA course continues to be delivered by Learning and Development, attended by both RDAIT and CID officers. Cyber crime specialists have provided inputs to DA teams on online stalking and technology enabled abuse. This includes partnership working with local authorities Section 31 Law Enforcement FOIA.

Response officers have been trained through DA Matters, supported by ongoing continuous professional development (CPD), which improves consistent application of the Domestic Abuse Risk Assessment (DARA).

Kent Police is working with the Police and Crime Commissioner (PCC) to launch the Drive programme, adopting a multi-agency approach to managing and rehabilitating the highest harm DA perpetrators.

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

The force will meet demand and complexity through workforce development, targeted investment in specialist capability, preventative approaches, and effective use of assets and partnerships.

During 2026, Kent Police will continue to prioritise specialist investigative capacity. The force will manage the detective pipeline, supporting officers on the NIE pathway while mitigating abstraction pressure through workload allocation and supervision. The planned progression of officers through the Specialist Sexual Assault Investigator Development Programme (SSAIDP) is also central to improving investigative quality and resilience. Training scheduled for 31 additional RDAIT officers will increase the number of accredited investigators, improving compliance with Operation Soteria principles.

A key component of meeting demand is prevention and early intervention. The establishment of Proactive Domestic Abuse Teams provides a dedicated capability to target high-risk perpetrators, improve arrest timeliness and reduce repeat offending. These teams are centrally tasked to deploy resources where risk and harm are highest, improving overall demand management.

The Preventative Orders and Safeguarding Team supports demand reduction by increasing use of protective court orders, working closely with MARAC partners to manage the highest risk victims. This strengthens safeguarding, disrupts offender behaviour and reduces escalation to serious harm.

The planned implementation of the Drive Programme, in partnership with the PCC and wider agencies, focuses on rehabilitation and behaviour change for the highest harm domestic abuse perpetrators. This long-term approach is intended to reduce repeat demand and improve community safety outcomes.

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

Kent Police will be able to meet the majority of anticipated DA demand during 2026, particularly in respect of high harm, high-risk and complex cases. However, the force recognises capacity pressures will remain, and not all demand will be met within optimal timescales without continued prioritisation and risk-based decision making.

MoRiLE Assessment		
Risk Score	Current	Future
6	AMBER	RED

Section 6 – PVP: Child and Adult Safeguarding

Step 1: Assessment of demand, including forecasts

Kent Police has introduced Child Protection and Adult Protection Teams (CP/AP), improving understanding of the needs of children and adults at risk of serious harm. Crime recording of child protection offences and reports of safeguarding concerns has risen in line with previous forecasts. This is expected to continue.

23,039 AWARE (Appearance, Words, Activity, Relationships & Dynamics, Environment) risk assessments were submitted to the Central Referral Unit (CRU) in 2025/26 – a decrease of 4.8% from 2024/25. Child protection referrals saw a 6.6% increase (up to 16,481) and in adult protection referrals there was an increase of 19.3% (up to 3,862). These trends are expected to continue throughout 2026 due to training and information sharing.

Child protection totals (crime and non-crime) is forecast to increase by 17.0% over the next four years with non-crime predicted to rise by 27.3%. The total of adult protection incidents (crime and non-crime) over the next four years has been forecast to remain broadly stable with a minor increase of 3.5% however non crime is predicting a 38.4% increase.

Where a domestic abuse safeguarding concern is identified for a child of school age, Kent Police notify the school Designated Safeguarding Lead (Operation Encompass). In 2025/26 this has resulted in 6,864 notifications, an increase of 493. 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 803 notifications, an increase of 72. Work is ongoing to improve and maintain compliance with Operation Encompass, which is now a statutory duty. Compliance is currently at 87%.

The total number of CRU and Multi Agency Safeguarding Hub (MASH) strategy discussions for new cases reached 2,777 for 2025/26. This is a 4.05% increase from 2,669 in 2024/25. A total of 1,088 Initial Child Protection Case Conferences and 1,946 Review Case Conferences were attended in 2025/26.

The Children's Wellbeing and Schools Bill has been introduced and contains a requirement for Multi-Agency Child Protection Teams. The impact on future demand is not yet fully understood however the force is working with statutory partners on team development to strengthen multi-agency response.

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	254.00	-8.58%	12.24	4.00	-6.75%	11.35

The command is carrying vacancies and has elevated levels of psychological absence, partly due to the distressing nature of the investigations conducted. Taken together with normal movement and retirement of staff and other abstractions, there are challenges in meeting increasing demand.

Kent has determined there should be at least 50% accreditive detectives within the Child Protection and Adult Protection Teams. This figure currently sits at 66.3%, with an additional 17.1% on the detective pathway having already passed the National Investigator's Exam (NIE) and 13.0% due to sit an NIE in 2026.

In terms of other training:

- 79.8% of investigators have completed the Specialist Child Abuse Investigators Development Program
- 72.5% of investigators have completed the Adults at Risk training
- 80.3% of investigators have been trained in obtaining evidence from vulnerable victims and witnesses in Achieving Best Evidence (ABE) Interviews
- 61.7% of investigators have completed the Specialist Sexual Assault Investigators Development Programme

The HMICFRS PEEL 2025-27 inspection findings stated that the force safeguards and children and adults at risk of harm and uses appropriate measures to protect vulnerable people and reduce risk of harm from offenders.

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, particularly with new legislation being introduced to hold those working with children 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 renewed focus through neighbourhood policing to improve the recognition of risk and submission of intelligence, particularly regarding child exploitation.

To meet the anticipated demand, Kent Police will continue to use the AWARE risk assessment process, which notifies CRU and MASH of safeguarding cases. These units continue to drive assessment and service delivery across Kent as well as Operation Encompass and Operation Encompass Plus processes. Adult protection referrals will be managed between police and partners via local hubs to improve efficiency.

As a centralised department within Kent Police, the Public Protection Command can continuously review safeguarding across the county in conjunction with the Crime Command, which primarily investigates rape and high-risk domestic abuse. Some re-structuring work has commenced that will improve the co-ordination of strategic workstreams such as audit and inspection activity, policy review and investigative improvement, all of which will increase efficiency and effectiveness and help meet demand.

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 continuous professional development (CPD) events for Child and Adult Safeguarding. Promotion material to attract investigators into the command is also in development to support ongoing recruitment.

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

The modelling for future Multi-Agency Child Protection Teams is ongoing but will not be operational until 2027. In the meantime, the command is analysing demand, with resource distribution and improvements to structures and processes to ensure risk is managed and demand met appropriately. As well as the work described above, this includes improvements to the way child sexual exploitation and abuse (CSEA) and child criminal exploitation (CCE) is identified, reported and investigated across the force, in conjunction with Strategic Prevention Command and Child-Centred Policing Teams. It is anticipated with an increased focus on these areas and the new legal requirements for professionals to report suspected abuse this is an area that will continue to grow. However, in raising awareness and increasing knowledge base, prevention techniques will be improved, making Kent safer for children.

MoRiLE Assessment		
Risk Score	Current	Future
6	RED	AMBER

Section 6 – PVP: Adult Rape and Sexual Offences

Step 1: Assessment of demand, including forecasts

Kent Police has seen a sustained reduction in rape and serious sexual offence demand since 2022, as detailed in the below table:

	Total RASSO offences	Rape offences	Serious Sexual offences
2022	5,299	2,318	2,981
2023	5,099	2,220	2,879
2024	4,782	1,946	2,836
2025	4,744	1,887	2,857
Forecast 2026	4,473	1,684	2,766
Forecast 2027	4,306	1,525	2,705
Forecast 2028	4,140	1,365	2,644
Forecast 2029	3,973	1,206	2,583

Despite the overall reduction in recorded volumes, demand remains complex and resource intensive. Supporting victims who experience long criminal justice timeframes remains a challenge. Kent continues to use trained Sexual Offences Liaison Officers (SOLOs) to support victims from first report through to court.

Kent Police continue to implement Operation Soteria principles, strengthening victim centred and suspect focused practice. This includes an improved understanding of coercive and controlling behaviour and the way sexual offending may be associated with domestic abuse contexts, ensuring investigations consider the full behavioural and relationship context.

In the HMICFRS PEEL 2025-27 inspection Kent were judged adequate at investigating crime and adequate at safeguarding children and adults at risk of harm. The report highlights positive performance improvements, with increasing positive outcome rates, strong victim focus and good use of victim needs assessments. The report does however highlight capacity issues within RDAITs which is also included on the Strategic Risk Register and is being addressed.

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	251.00	-8.98%	13.37	11.30	-0.44%	26.03

In 2024, Kent Police undertook a forcewide restructure of investigative teams to create larger, more resilient specialist units for high-risk domestic abuse and RASSO (Rape and Serious Sexual Offences) investigations.

Kent currently operates a hybrid specialist model, with dedicated Rape and Domestic Abuse Investigation Teams (RDAIT) delivering specialist capability. These arrangements align with Operation Soteria.

The force continues to prioritise skills development and investigator capability. Progress against the Specialist Sexual Assault Investigator Development Programme (SSAIDP) pathway is actively monitored through the monthly Detective Development Board, with eight accredited officers, 32 having completed the course and working through portfolio completion, and 31 training spaces identified for 2026 (including Major Crime and Professional Standards investigators).

Workforce wellbeing remains a priority, supported through structured welfare provision and proactive management approaches, recognising the role as high-risk. The force continues to monitor training completion and specialist capability.

In RDAIT, the Detective Constable establishment is 144, against a current strength of 135.25, representing a shortfall of 8.75 officers. Within this, the required detective establishment to meet operational demand is assessed at 115.2, against a current strength of 99.96, resulting in a capability gap of 15.2 detectives. There are currently 33 officers on the National Investigators' Examination pathway, representing a pipeline to improve detective resilience.

Kent also continues to invest in victim service infrastructure. A new Sexual Assault Referral Centre (SARC) facility is being finalised for opening in 2026, which will improve the service offer for victims of sexual offences and support timely evidence capture.

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

Kent recognises the Home Office requirement to have fully specialist RASSO teams in place by Summer 2029 and is committed to progressing towards this. This will build on and complement the 2024 restructure, ensuring specialist RASSO capability is strengthened while maintaining an effective response to high-risk DA.

- Demand, resource and investigative scope is being reviewed, particularly regarding:
- The close links between high-risk DA and RASSO offending.
- The potential to bring wider Part 1 Sexual Offences Act offences into specialist units to support consistency, expertise and victim outcomes.
- The removal of non-RASSO offences from specialist teams into other investigative areas as appropriate, to protect RASSO focus and capacity.

Kent has strengthened its performance and quality assurance approach to drive investigative timeliness and progression:

- A Rape Investigation Task Force has been established in response to an Rape Super Complaint, which is being investigated by HMICFRS, focused on reducing investigation length and accelerating progression. In the first month of implementation, 30 rape investigations were prepared and provided to the CPS under the Full Code Test approach, and all rape investigations are now progressed with CPS involvement in line with this model.
- A new programme of thematic reviews has been introduced, with Detective Superintendent reviews of investigations exceeding 18 months, to identify and remove barriers to progression.
- Improved alignment with Digital Forensics supporting early agreement of digital strategies between the investigating officer, Crown Prosecution Service (CPS) and digital specialists, with a focus on expediting RASSO device submissions and supporting early investigative decision making.
- Operation Soteria National Operating Model trainers are now embedded within the rape teams, providing training to investigators and supporting the aim of integrating this input into PIP2 training pathways.

This phased approach enables Kent to balance service continuity, safeguarding risk and workforce sustainability. The force continues to align with the Soteria National Operating Model and fully comply with national expectations for specialist rape and RASSO teams by Summer 2029.

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 changes and efficiencies outlined in Step 3, Kent Police expects to meet the majority of anticipated RASSO demand. While overall demand is forecast to continue to reduce, the force recognises complexity and investigative timeframes remain challenging and will continue to be closely monitored to ensure victim care, investigation quality, and timeliness are maintained.

MoRiLE Assessment		
Risk Score	Current	Future
6	RED	AMBER

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

Step 1: Assessment of demand, including forecasts

In 2025/26 Kent recorded 11,840 child protection crimes (a reduction of 3.9% on the previous year). Some of this reduction can be attributed to improvements in applications of child protection markers to investigations to improve accuracy. Sexual offences against children increased by 262 in 2025/26 (up 9.5% on the previous year). There was a 3.5% increase in child rape offences (617). The solved rate for child protection offences in the same period is 9.4%, an increase of 0.6% on the previous year.

The national focus on child sexual exploitation (CSE) and violence against women and girls (VAWG) combined with wider organisational awareness and an increased focus on identifying, and responding to, incidents of child abuse results in a forecast of increased demand. In 2025, child protection referrals saw a 6.6% increase (up to 16,481) and this increase is expected to continue throughout 2026 due to continued training, improved information sharing, and pending changes in joint safeguarding arrangements.

The future 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 expected increases demand (experience by forces that have piloted the forthcoming changes).

Based on current referral numbers, improvements to the referral processes to social care and schools, the number of strategy meetings being conducted and the national landscape, including legislation changes such as the Children’s Wellbeing and Schools Bill projected demand is expected to increase over the next four years by 15.7% (recorded crime by 3.5% and non-crime by 24.1%).

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)
CP/AP	254.00	-8.58%	12.24	4.00	-6.75%	11.35

The above establishment data highlights a resourcing gap, predicted to continue in 2026/27, with a resulting moderate staffing gap. A business case in 2025/26 halved the Vulnerability Safeguarding Co-ordinators from eight to four. This has increased workload for the Child Protection and Adult Protection (CP/AP) Detective Sergeants. Work is ongoing to streamline and manage this demand, to maintain service delivery despite reduced capacity.

Those working in CP/AP investigation teams are supported by a range of wellbeing offerings, including Counselling & Wellbeing services, Occupational Health, TRiM and continuous professional development (CPD) for supervisors.

CPD is available both internally and externally, with several events held in 2025/26 on topics including child sexual abuse/exploitation. In person and online sessions are well attended, and key reference material available on the intranet – ensuring it is available forcewide.

Kent has set a minimum requirement of 50% of officers within CP/AP should be detectives. It is currently 66.3%, with an additional 17.1% on the detective pathway having passed the National Investigator’s Exam (NIE).

79.8% of CP/AP officers have completed the Specialist Child Abuse Investigators Development Program, and 80.3% are trained in Achieving Best Evidence (ABE) Interviews. Progression of training of officers on the Serious Sexual Offences Development Programme (SSAIDP) has been a focus in 2025/26, with an increase from 48% to 61.7% completion.

Court backlogs continue to significantly affect Kent Police, with cases scheduled as far ahead as 2029. This is receiving scrutiny both internally and politically.

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

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

As outlined above, demand is expected to increase over the next four years with a moderate staffing gap. Work is ongoing to improve the use of crime classification markers, particularly in relation to child sexual exploitation, which may impact on published data and crime volumes. However, demand within

CP/AP is largely known, with a full rolling year's data available from the operating model implemented in October 2024 (Divisional Policing Review).

It is possible the CSE Taskforce (see **Section 6 – PVP: Child Exploitation**) within Kent will continue to uncover previously hidden demand through improved intelligence collation and investigative processes. The extent is not fully understood and therefore difficult to predict, however the forecast is for this to increase. The taskforce continues to work with national partners to improve the response to Group Based CSE.

Whilst there are currently moderate staffing gaps and an expected increase in demand, active crime remains largely stable, and partnership responsibilities are being met. Joint working arrangements continue to be strong, through established Safeguarding Children's Partnerships across Kent and Medway that providing governance and forums through which learning, good work and strategic improvements are identified and tracked. The Missing and Exploitation Tactical Delivery Group and Child Exploitation Oversight Group that feed into the Kent Children's Safeguarding Board are examples of partnership forums that improve the response to child exploitation offending. The introduction of Multi-Agency Child Protection Teams is likely to further strength the force's response to child abuse, with early multi-agency intervention informed by local knowledge and context.

To meet future demand, there will be continued investment in training and accreditation of detectives, and specialist courses aligned to the investigation of child abuse.

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. There is significant focus on child rape cases including the oldest crime, as well as crimes involving a victims aged under 10-years-old. The anticipated increase in demand for child abuse teams, and challenges with recruitment and retention, does pose a risk of unmet, or delayed meeting of, demand. However, risk management processes are effective and the impact on service is assessed as minimal.

The introduction of Multi-Agency Child Protection Teams and the wider impact of the Children's Wellbeing and Schools Bill, provides an opportunity to meet demand more effectively.

MoRiLE Assessment		
Risk Score	Current	Future
6	RED	AMBER

Section 6 – PVP: Child Exploitation

Step 1: Assessment of demand, including forecasts

Child exploitation 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 following The Casey Report published in 2025, leading to a national review and assessment of individual force's response to group based CSE investigations. Work undertaken within Public Protection has developed force understanding of the child sexual exploitation (CSE) and group based sexual exploitation (GBCSE) crime profile in Kent, but this crime is often hidden, making accurate demand projection challenging. There has been less national focus and support in respect of child criminal exploitation, and processes, structures and governance are less developed in this area.

Several teams work to tackle child exploitation in Kent, including Missing, Child Centred Policing, Child Protection and Adult Protection (CP/AP), 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 received from the National Crime Agency (NCA). There has been a significant rise in referrals, from 878 in 2024 to 1,404 in 2025 – a 60% demand increase. Indications from the NCA are that this rise will accelerate further. Whilst this is a national issue, Kent has seen a higher proportion allocated 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 increasingly complex. Their work has led 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 since January 2024, 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 recorded as GBCSE. This work has also enabled analysts to complete a problem profile to assess the extent of known exploitation.

Current force forecast data predicts a 26.2% increase in CSE recorded crime over the next four years. 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)
CP & AP	254.00	-8.58%	12.24	4.00	-6.75%	11.35
POLIT	37.00	-9.27%	9.78	11.97	-18.38%	7.91

CSE and GBSE levels are currently within the capacity of CP/AP. POLIT saw an uplift of officers and police investigators in 2023, however significant demand increases mean the resource is currently insufficient.

Many staff involved in this work are considered experts, but continuous professional development (CPD) is provided for staff and new investigators joining the department are given extensive training. The force requires POLIT to comprise 80% detectives and this level is achieved.

Investigators are supported by a wide range of wellbeing support, including Counselling & Wellbeing services and Occupational Health, as well as bespoke arrangements led by supervisors in the department.

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

Anticipated demand for online offending is a recognised area of concern. Some online offending has been diverted to CP/AP teams, which have the required skills to investigate this crime type as a short-term measure. This is a standing agenda item at the Force Tactical Tasking and Co-ordination Group (FTTCG) chaired by the DCC to ensure ongoing oversight and scrutiny.

Digital Forensics Unit (DFU) colleagues have developed and implemented a new service level agreement prioritising child sex offences, but with increasing work volumes this is not yet realising a reduction in download wait times. POLIT continues to prioritise referrals based on risk and have increased its operating model efficiency to maximise capacity to execute warrants.

The CSE Taskforce will assess the scale and nature of in-person offending, review and promote intelligence linked to exploitation. It will also maintain oversight of active investigations linked to GBCSE and support investigation teams. This will enable proactive progression of exploitation matters by CP/AP.

The Missing and Exploitation Tactical Delivery Group and Child Exploitation Oversight Group have continued to operate, feeding into the Kent Children's Safeguarding Board and Force Public Protection Board. These multi-agency forums build understanding of the threat and risk in communities and help target safeguarding resources. Further work is ongoing with the Strategic Prevention Command to centrally co-ordinate and improve identification, recording and investigation of sexual and criminal exploitation of children. This includes Operation Makesafe, which involves testing the responsiveness of hotels to child safeguarding concerns.

Kent County Council is reviewing its governance processes following the standing down of the Joint Exploitation Group (JEG), which was previously the primary forum for oversight of the multi-agency response to child criminal exploitation.

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

Further expansion to manage future demand is likely to be required, but in the meantime all avenues are being considered including new digital solutions and maximising efficiencies within the department and the wider command.

The arrangements introduced to address the impact on POLIT by diverting appropriate work to CP/AP are being closely monitored.

The CSE Taskforce has significantly improved systems and process, internally and with partners. Working within the team is the revised Child Exploitation Prevention Co-ordinator role, which will further improve the force identification and response to CSE and CCE. A plan is in place to establish this team on a longer-term basis to meet future demand.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Section 6 – PVP: Missing Persons

Step 1: Assessment of demand, including forecasts

In 2025, there were 8,424 missing children reports, representing a 3.94% increase (an additional 319 reports). There were 3,122 missing adult reports, a 1.98% reduction (63 fewer cases), continuing a pattern of reduction seen in earlier years. Total volumes of missing reports remain lower than 2022 and 2023.

A short-term increase in overall missing demand is forecast in 2026, followed by likely year on year reductions. Projections indicate continued reductions in missing adult reports but increasing demand in missing children over the next four years.

	Total RASSO offences	Rape offences	Serious sexual offences
2022	11,986	4,343	7,643
2023	11,613	4,010	7,603
2024	11,290	3,185	8,105
2025	11,546	3,122	8,424
Forecast 2026	11,669	4,689	9,246
Forecast 2027	115,48	4,308	9,530
Forecast 2028	11,426	3,927	9,813
Forecast 2029	11,305	3,545	10,096

Demand fluctuates daily and seasonally, monitored through daily divisional management meetings (DMM) and monthly tactical governance and accountability structures. These forums consider missing demand alongside prevention, safeguarding activity and linked investigations, and feed into strategic level meetings to deliver overall service improvements.

Future missing demand is expected to be influenced by external system pressures, including increasing demand on mental health services, pressures within social care, population growth in Kent, and the placement of looked after children from other force areas into Kent, which bring additional complexity and safeguarding risk beyond the force's direct control.

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)
Missing	56.50	-10.91%	12.89	11.00	-1.72%	15.53

Following the Divisional Policing Review, the Missing Persons teams were aligned to the three Divisions, overseen by a Proactive CID Detective Chief Inspector. This structure ensures rapid access to divisional specialist resources, including Divisional Support Units with search trained officers, and Proactive CID teams focused on disruption of drug supply and county lines activity linked to child exploitation. Ad hoc requests and daily management meetings enable wider resources to be secured as necessary including specialist search teams (Search & Marine Unit, Police Search Advisors [PolSAs] etc). The HMICFRS PEEL 2025-27 inspection highlighted inconsistencies in the resources and operating hours of the Missing Persons teams across the Divisions and this is currently being reviewed to ensure a standard approach.

Local Policing Teams (LPTs) provide the initial response to all missing reports and retain ownership of high-risk cases during the early phase of investigation. A uniformed Inspector commands resources during initial searching activity and can draw upon divisional and county assets as required. While current demand is being met, this is often alongside competing calls for service – challenging at peak times. Variability in staffing levels across Missing Person teams means ownership can be transferred from LPT more quickly in some areas than others. This is subject to ongoing review to improve consistency.

Regular scrutiny in Missing Persons identifies operational risk, workforce pressures, learning, innovation and strategic requirements, with reporting lines into multi-agency governance including the Child Exploitation Tactical Delivery Group and the Public Protection Board, supporting a child centred approach.

Child exploitation investigations are centrally owned by Child Protection and Adult Protection (CP/AP), providing increased capacity for complex investigations. Clear governance enables co-ordination between Missing teams, CP/AP, LPTs and Child Centred Policing Teams within Community Safety Units, ensuring shared awareness of risk and aligned activity.

Missing investigations are recorded on COMPACT, with structured templates in place to support consistency in risk assessment and decision making. While further improvement is required to enhance information transfer between COMPACT and Athena, this risk is understood and actively managed. Kent Police contributes to the national COMPACT working group, ensuring alignment with national best practice. Refreshed training has been developed and delivered to officers, supervisors and inspectors.

Kent Police was among the first forces to introduce Initial Missing Person Search Advisers (IMPSA), based locally and trained through the Police National Search Centre. IMPSAs provide specialist advice during high-risk missing investigations. Teams have sufficient equipment and non-workforce assets to discharge their roles effectively.

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

Current demand and risk associated with missing persons is being met. However, the force recognises missing incidents remain inherently unpredictable and can generate sudden surges in demand with significant resource impact. An enhanced training offer will ensure better awareness and consistency across missing investigations, supervisors review and assessment of risk.

Governance structures continue to develop and adapt to improve responses to repeat missing children and maintain shared situational awareness of child exploitation risk. Robust partnership led intervention plans, supported by Proactive Management Plans (PMPs) recorded on Athena, ensure timely access to critical safeguarding information when repeat episodes occur.

Kent Police has embedded preventative best practice, including the Herbert and Forcer protocols, to reduce missing episodes and expedite safe recovery. There has been a continued drive to embed the Philomena Protocol across Kent and Medway partnerships, particularly to reduce repeat missing incidents from care and looked after settings.

Technology is increasingly used to support high-risk searches, including drones, phone data analysis tools Section 31 Law Enforcement FOIA, AI assisted image interpretation and enhanced predictive mapping tools. This improves search effectiveness and reduces risk to both vulnerable people and officers. The force maintains strong operational partnerships, particularly with Kent Search and Rescue (KSAR), which significantly enhances response capability during high-risk incidents. Innovative use of existing technology (My Community Voice) is also under trial to provide targeted appeals relating to missing people, especially children at risk of child sexual exploitation (CSE) and child criminal exploitation (CCE).

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

Future missing demand is likely to be met, with risk reducing over the medium term. This assessment depends on continued partnership engagement, effective management of repeat missing children, and sustained focus on prevention and early intervention. The force remains alert to external risks, particularly pressures in health, social care and out of area placements, and will continue to escalate concerns where multi-agency capacity limits increase safeguarding risk.

MoRiLE Assessment		
Risk Score	Current	Future
4	**AMBER**	**AMBER**

Section 6 – PVP: Sex Work

Step 1: Assessment of demand, including forecasts

Recorded crime linked to prostitution-related offences remains low. However, intelligence, safeguarding activity and partner information indicate persistent hidden harm associated with brothel-based premises, online facilitation platforms, transient accommodation and third-party controllers. Demand is more commonly identified through proactive activity, intelligence development, safeguarding referrals and partner engagement, rather than calls for service. Demand intersects with public protection, modern slavery and human trafficking, violence against women and girls (VAWG), and serious organised crime.

Cases are typically characterised by vulnerability, repeat victimisation and complexity. Overall volume is low to moderate, but cases are resource-intensive and require sustained engagement. Demand is expected to remain stable in volume but high in complexity. Online facilitation and mobility are likely to continue to suppress reporting and reduce visibility.

Kent's border geography and transport infrastructure increase exposure to cross-border movement and organised exploitation networks. Under-reporting and mistrust of authorities reduce visibility, increasing cumulative harm where exploitation is not identified early.

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	254.00	-8.58%	12.24	4.00	-6.75%	11.35

Demand is managed primarily through Public Protection, supported by neighbourhood policing, intelligence teams and partner agencies. Overall volume is low to moderate, but cases are resource-intensive and rely on specialist safeguarding and investigative skills rather than high-volume response capability.

Teams have sufficient systems and capability to support proactive, intelligence-led identification of exploitation indicators across premises, locations and online platforms, and to co-ordinate disruption activity with partners.

Capability is supported through specialist safeguarding and investigative skills aligned to public protection, modern slavery and human trafficking, and VAWG priorities. This includes safeguarding-led investigation approaches, National Referral Mechanism (NRM) processes where applicable, and a focus on disruption of controllers, traffickers and facilitators rather than those selling sex.

Partnership arrangements with local authorities, health services and specialist service providers support safeguarding, access to support (including for those choosing to exit sex work), confidence-building and reporting pathways.

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

Harm is assessed as high. Individuals may experience sexual and physical violence, coercive control, intimidation, debt bondage, psychological trauma and, in some cases, immigration-related abuse. Where organised crime groups are involved, exploitation may be linked to wider criminality including trafficking, drugs supply and money laundering.

Key pressures include the hidden and under-reported nature of harm, the complexity of safeguarding and multi-agency co-ordination, and the increasing role of online facilitation in reducing visibility. Repeat victimisation and long-term vulnerability often require extended engagement, creating sustained demand on specialist resources. Activity will remain focused on proactive intelligence development, disruption of exploiters, and safeguarding-led approaches to improve confidence and access to support.

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 existing capacity, but demand will remain high in complexity. Visibility of hidden harm will continue to be strengthened through improved use of intelligence, safeguarding data and partner information.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 6 – PVP: Vulnerability to Radicalisation

Step 1: Assessment of demand, including forecasts

Vulnerability to radicalisation is assessed through Kent Prevent activity. This structured, intelligence-led process is driven by the Counter Terrorism Local Profile (CTLP), produced annually by Counter Terrorism Policing Southeast (CTPSE). Kent Police Community Safety Unit (CSU) Inspectors contribute to this assessment through completion of the CTLP questionnaire, providing local intelligence, operational insight, and partnership data.

The CTLP informs the Counter Terrorism Situational Risk Assessment (CTSRA), developed jointly by Kent County Council, Medway Unitary Authority, Kent Police, and statutory and non-statutory partners. The CTSRA identifies threat, vulnerability, and risk, and sets annual Prevent priorities.

Section 31 Law Enforcement FOIA. The forthcoming 2025 CTLP will support forecasting with demand information.

Step 2: Assessment of the workforce and other assets

Prevent delivery is supported by a combination of trained Kent Police officers and staff, CSU Inspectors, and a mature multi-agency partnership framework. All officers and staff receive Prevent training and use the 'Notice, Check and Share' process to identify and submit Prevent intelligence and referrals.

The Kent Police Violence Reduction Unit (VRU) works with partners to prevent serious violence among under-25s by identifying risk early and intervening before harm occurs, using a public-health, whole-system approach.

Several key forums contribute to demand management. The Kent Police Prevent Board is attended by partners including CTPSE and the Kent and Medway Prevent lead. Kent CONTEST Board is a multi-agency strategic forum overseeing and assuring the delivery of the UK CONTEST (counter-terrorism strategy) across Kent, spanning Prevent, Pursue, Protect and Prepare. Kent and Medway Channel Panels, led by Kent County Council, run twice per month, reflecting increased referral volumes. Prevent delivery is further supported by partnership pathways including police-led partnership cases (PLP) and Prevent Disruption Pathway (PDP), enabling management of cases that do not meet Channel thresholds.

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

Demand is managed through prioritisation, partnership working, and intervention. CTLP and CTSRA priorities are overseen through the Prevent Duty Delivery Board (PDDB) and the Prevent Partners Action Plan, prioritising high-risk themes and locations.

CSU Inspectors provide operational oversight for Channel cases, including delivery of actions, co-ordination with partners, and compliance with Kent Police Prevent policy. Increased Channel Panel frequency provides improved throughput and timeliness in decision-making. Through CSU inspectors, Child Centred Policing Teams can offer support to children, families or schools as required. Schools are also able to access the free 'Pol-Ed' resource.

The use of PLP and PDP pathways enables lower-risk cases to be managed outside of Channel, supporting early intervention, reducing escalation, and helping to moderate demand on statutory Channel processes.

The VRU's cohort of children often present with radicalised ideology. When this occurs, the VRU Co-ordinators complete referrals to Prevent and instruct policing colleagues and partners to do so. Not all referrals will go to Dovetail, and this is prevalent within the Young Futures pilot. Instead, the VRU Co-ordinator and panel will identify alternative pathways to address harmful attitudes i.e. the HEART programme (addressing harmful behaviours within teenage relationships). Whilst the VRU does not fund Counter Terrorism specific interventions, mentorship via services like Catch 22 and Sports Connect can address vulnerability to online and social influences, diverting attention to training and education, and increasing positive engagement with trusted adults.

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 confident future demand will be met. Trained frontline staff, clear supervisory accountability, increased Channel capacity, and strong local authority leadership all support resilience in this area.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

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

Step 1: Assessment of demand, including forecasts

Kent Police is experiencing sustained demand regarding management of Registered Sex Offenders (RSOs) and other individuals eligible for Multi-Agency Public Protection Arrangements (MAPPA). As of February 2026, Kent Police owned or managed 3,227 ViSOR (Violent and Sex Offender Register) nominals. Of these, 3,158 were RSOs, with 2,360 managed in the community and 798 managed in custody. The remaining cohort comprises individuals subject to Sexual Risk Orders (SROs), Potentially Dangerous Persons and other ViSOR managed offenders. Of these, the largest cohort is Sexual Harm Prevention Orders (SHPOs) – 1,922.

At the time of reporting, the cohort includes:

- 66 very high-risk individuals
- 871 high-risk individuals
- 1,159 medium-risk individuals
- 859 low-risk individuals
- 272 individuals not yet assessed or with an unknown risk status

Offender Managers (OMs) oversee the Multi-Agency Partnership of 46 violent (Category 2) and other dangerous (Category 3) individuals that are MAPPA Level 2 and 3. They also support Critical Public Protection Cases (CPPC) with the National Security Division.

The force manages sexual and violent offenders through divisional Management of Sexual Offenders and Violent Offenders (MOSOVO) teams (locally delivered, centrally led though the Crime Command), supported by a central governance structure. The Central MOSOVO Team manages individuals in prison or detained under the Mental Health Act. Central ownership enables the force to monitor and improve governance with outstanding and overdue Active Risk Management System (ARMS) assessments and Risk Management Plans (RMPs).

One MOSOVO team has oversight of the only Probation-approved premises in Kent. Section 38 Health & Safety FOIA.

Kent has seen an increase of around 200 RSOs (6%) in 2025/26, reflecting a similar increase to the previous reporting period. 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.

Despite increasing demand, the force is performing well, with visits being prioritised by risk. In February 2026 compliance rate was 98%, consistent with the previous 12 months. Investigations into breaches of Sex Offence Notification Requirements (SONR) or SHPOs are conducted expeditiously.

The force has assessed the Sentencing Act 2026 and changes to Post Sentencing Supervision, considering the impact on the demand forecast.

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	11.00	-27.27%	1.03	8.68	-2.04%	4.84
Divisional MOSOVO	51.00	-9.23%	8.28	21.40	+2.17%	9.07

MOSOVO teams are well structured with a robust training programme. The force monitors caseload distribution and cohort compliance. A proportion of OMs carry high caseloads, including individuals assessed as high or very high-risk. This position remains broadly consistent with the previous year. A planned uplift of OM posts across the department will bring teams in line with Authorised Professional Practice by the middle of 2026.

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 Kent Police share intelligence in a timely manner.

Flags on RSO addresses ensure the Force Control Room can deal with calls regarding an address of a RSO appropriately.

OMs are trained in ViSOR, Section 31 Law Enforcement FOIA, MOSOVO modules 1, 2, 3 and 4, with additional training for PND, Validated Automated Screen Technology (VAST), Section 31 Law Enforcement FOIA and Digital awareness. CPD events include an input from Welfare teams to focus on wellbeing of staff. Kent Police recognise MOSOVO roles are high-risk. An annual wellbeing role screening tool is used.

Proactive Digital Investigators (PDIs) are centrally owned and support Divisional teams with offender home visits where there are concerns over internet use or breach of SHPOs by having unregistered mobile devices. PDIs provide expert support with technology and triage of devices. 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.

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

The violence against women and girls (VAWG) strategic plan details offender management as a pillar for Kent Police, with a commitment to ensure sexual or predatory offenders are robustly managed and held to account. This is supported by the Kent Police Pledge. Child sexual abuse and exploitation continues to increase worldwide – particularly online abuse, with children spending increased time online and more sophisticated digital tools protecting the anonymity of those who wish to harm them.

The focus on sexual offending means those convicted are likely to become managed offenders in the medium to long term. The force is exploring tactics including technology, partnership approaches and proportionate risk management to ensure demand is continued to be met.

PDIs work to ensure Kent has enhanced technology to combat these threats – with trials of products to gain a full understanding of digital forensic capabilities. The force is working with Paedophile Online Investigation Team (POLIT) and Digital Forensics in unifying software to achieve ISO compliance. Kent's technological capabilities are strong, and the force is working to build resilience to combat the ongoing risk.

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.

Section 31 Law Enforcement FOIA.

It is anticipated the vacancies will be filled in the next six months.

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

The force expects to continue meeting future demand to a good extent, but not without pressure. The changes in Step 3 — including use of technology, targeted management of high-risk offenders, improved processes for lower-risk cases, enhanced digital monitoring, and the planned filling of OM and PDI vacancies – should help Kent Police absorb rising demand more efficiently. However, as offender management remains resource intensive and RSO numbers are forecast to keep increasing, this will only be sustainable if performance, workloads, and risk are kept under close review.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 7 – Managing Offenders: Repeat Offenders

Step 1: Assessment of demand, including forecasts

Integrated Offender Management (IOM) currently manages a cohort of 199 offenders across Kent. This is projected to increase to approximately 250 offenders due to increased prison releases supported by electronic monitoring conditions, and the expansion of the non-domestic abuse and violent offender cohort, particularly individuals involved in repeat violence.

The current supervision ratio aligns with national IOM recommendations. However, projected increases in prison releases and cohort expansion are expected to place additional pressure on supervision capacity and will require ongoing monitoring to ensure sustainability.

National pressures on the criminal justice system continue to directly impact policing demand. The introduction of SDS40 (release at 40% of sentence served) and FTR48 (reduction in recall periods for offenders serving sentences of up to four years) have increased the volume of offenders managed in the community. Further demand is expected following increased focus on Persistent and Prolific Offenders (PPOs), as set out within the Government's Neighbourhood Policing Guarantee.

Electronic Monitoring (EM) and policing responses to EM breaches is forecast to increase. National projections indicate an increase from approximately 28,000 tag wearers to 48,000 over the coming years.

As a result of national changes, the true level of future IOM demand remains uncertain.

Step 2: Assessment of the workforce and other assets

	Police			Police Staff (inc PCSOs)		
	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)	Est	Vacancy Rate	Avg Days Lost Per Person (Absence)
Prevention	67.00	+3.54%	4.75	20.84	-23.00%	2.28

IOM function centrally owned and managed within Strategic Prevention Command, with officers deployed locally across districts, enabling consistency of approach while maintaining local operational relevance.

There are no current sickness or welfare concerns in IOM, supporting consistent delivery and reducing abstraction risk. The team is appropriately equipped to meet operational demand, including access to Buddi voluntary electronic monitoring tags – an important part of the IOM control and compliance offer.

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

Kent is recognised as a leading force within the Kent, Surrey and Sussex (KSS) region, with its IOM model formally classified by the National IOM Team as a 'PURE' model, representing best practice and serving as a benchmark for other forces. IOM retains a stable and capable workforce, with sufficient equipment and funding streams to support current operational requirements.

To ensure consistent oversight and early intervention, Community Safety Units (CSU) receive a monthly persistent offender spreadsheet and is required to review cases and initiate problem-solving plans on Athena where appropriate. This proactive identification and management process is designed to divert individuals at an earlier stage and reduce escalation into higher-risk cohorts such as IOM, MARAC, MAPPA, or MOSOVO.

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

IOM remains a critical capability in managing serious violence and repeat offending. However, anticipated growth in offender volumes represents a forecast capacity risk, requiring continued scrutiny to ensure resources, supervision ratios, and partnership arrangements remain effective.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 8 – Managing Serious and Organised Crime: Major Crime

Step 1: Assessment of demand, including forecasts

Major Crime Department (MCD) manages a steady volume of homicides and suspicious deaths, although Kent has seen a slow decline in homicides overall, mirroring the national picture. This has enabled MCD to support organisational risks, including investigative and strategic support to Divisions and Commands under the Tier system where cases require enhanced specialist oversight.

MCD also leads on Crimes in Action (CiA), providing immediate command and fast time tactical decision making in live incidents such as kidnaps and other time critical threats. This requires close cooperation with Divisions, Operational Support Unit (OSU), Firearms Command, Intel and partner agencies.

Investigations remain increasingly complex, driven by digital evidence, heightened vulnerability factors, cross border offender movements, and rising expectations around victim care and safeguarding. Maritime related deaths, cross border investigations and periodic cold case reviews create additional peaks in demand. Forecasts indicate stable volumes but increasing complexity over the next four years, with national homicide prevention work and greater expectations around transparency and victim engagement influencing demand.

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	-2.87%	3.32	9.12	-30.42%	24.66

MCD consists of Senior Investigating Officers (SIOs), Detective Sergeants, Detective Constables, Indexers and Major Investigation Room (MIR) staff. Workforce reductions in recent years required realignment to maintain resilience. Exposure to traumatic casework creates wellbeing pressures, requiring strong supervision and welfare support.

Gaps, abstractions and turnover in specialist roles remain active risks. The department benefits from a strong and experienced Professionalising Investigations Programme (PIP) 3 SIO cadre, with developing investigators supported through accreditation pathways.

Challenges include uneven distribution of digital investigation expertise, reliance on a small number of highly skilled disclosure specialists, maintaining PIP 3 development and competence.

MCD maintains a dedicated Home Office Large Major Enquiry System (HOLMES)/Major Incident Room (MIR) capability, supporting onsite and remote work.

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

The Tier support model provides flexibility by enabling MCD to deliver specialist assistance to Divisions and Commands.

Technology supports efficiency, including HOLMES based investigative management, CCTV and digital evidence tools, and structured cold case review processes. Collaborative arrangements with Essex Police provide additional resilience and surge capacity.

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

Kent Police continue to analyse homicide drivers, including substance misuse, domestic abuse, mental health, serious youth violence, county lines, knife crime, firearms and weapon enabled homicides.

A structured homicide prevention debrief process complements the wider Homicide Prevention Strategy.

Regional and national partnerships provide further support when required. Given current resources, technological enablers and collaborative arrangements, MCD is expected to meet future demand, even with rising investigative complexity.

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

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Step 1: Assessment of demand, including forecasts

Following recent funding reviews, Kent reduced its OCG Management Unit (OCGMU) capacity and has trained Lead Responsible Officers (LROs) and local leaders to identify and score Serious Organised Crime (SOC) threats, supported by a dedicated Force Intelligence Bureau (FIB) Sergeant. This saw an initial drop in scored SOC threats and disruptions while the new processes were embedded, but overall investigation numbers within SOC have increased.

Section 31 Law Enforcement FOIA. The force continues to record disruption activities, achieving 74 disruptions in 2025/26 against the force's scored OCGs.

In 2025/26, the Kent SOC team were responsible for 184 arrests, resulting in 216 charges and those found guilty being sentenced to over 360 years' imprisonment. 26kg of Class A drugs were taken off the streets of Kent, along with 126kg of Class B drugs; £463,910 in cash and 52 firearms were also seized.

The primary SOC threats remain drugs, fraud, organised acquisitive crime, money laundering, modern slavery and human trafficking (MSHT), as well as organised immigration crime (OIC). LROs, who are usually Chief Inspectors, own bespoke 4P plans (Prevent, Pursue, Protect, and Prepare) to tackle and disrupt OCGs.

The force uses national and locally produced analytical products to calculate expected future demand, however, the ongoing socio-economic challenges faced nationally, balanced against the outcomes achieved in 2025 and increase in active crime on the teams, suggest future demand will continue to increase.

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

Nationally, the Home Office has realigned funding from MSHT and OIC to focus on OIC through Operation Lockstream, creating a regional domestic taskforce to tackle it, which provides co-ordination and analytical support. Kent's proximity to the EU border and the prevalence of migrant reception centres, such as Manston, place pressure on Kent Police in responding to associated reports of exploitation and vulnerability. Expected demand of OIC as a SOC threat will grow.

There is also expected to be impact on MSHT, which without the funding and focus nationally, will place additional requirement on Kent to co-ordinate, identify and tackle it within SOC level 2 investigation teams. These investigations are challenging and often protracted. Kent Police make good use of the National Referral Mechanism (NRM) to support victims of MSHT, together with support from voluntary sector providers.

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	32.00	-11.42%	6.32	-	-	-

Sickness remains low across SOC and attendance and retention are high. The staff are trained and capable to conduct their roles safely, and when there is recruitment into either SOC Section 31 Law Enforcement FOIA, the interest is high. Dedicated SOC teams lead on proactive and reactive investigations against high harm OCGs.

Section 31 Law Enforcement FOIA.

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 partners.

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.

SOC performance is monitored at local management team meetings and SCD Senior Leadership Team meetings chaired by the ACC, 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 investigations, along with national socio-economic pressures, represents a projected increase in SOC demand throughout 2026 and beyond. However, the force can meet current demand and has amended the SOC SLA to ensure it is able to flex and adapt to the greatest threats, whilst supporting locally where threats are investigated outside of SCD. These changes enable the force to prioritise and focus efforts to tackle the highest harm offences, with a tiered response. This will be governed through the SCD and force level tasking processes, to ensure work is prioritised accordingly. Section 31 Law Enforcement FOIA.

Kent has delivered a bespoke training programme across the force to upskill LROs and delivered forcewide training in the identification and management of an OCG, and the variety of enforcement activity that can lead to a disruption being achieved. Training has also started for local managers on OIC response and management of incidents. This will increase awareness, intelligence yield, golden hour knowledge and generally improve investigative standards.

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.

CHB is a multi-agency tactic created by the Home Office. Kent has embedded this approach of tackling OCGs, which complements the 4P plans and partnership structures that exist. LROs have received the CHB Hydra training, delivered alongside partners from across local authorities, to increase partnership working in tackling SOC threats.

The Head of Department for SOC is the chair for the regional tactical delivery group for MSHT and OIC, which ensures consistency across the region, the sharing of best practice and the effective use of resources to tackle this criminality. Any unmet demand can be discussed within the group for regional support if required. Whilst the force has embedded MSHT and OIC investigations in the SOC teams, there remains 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.

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

The SOC Section 31 Law Enforcement FOIA are well established with limited vacancies within the investigation teams. SLAs have been adjusted and teams merged to create greater critical mass and operational resilience.

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

Kent has reinvigorated the National Intelligence Model (NIM), supporting a 'whole force' approach to the highest threats and force support where an owning command cannot manage the identified risks. ERSOU continues to support Kent's department tasking process, and the force maintains strong working relationships with the region, and national law enforcement, where threats or risk dictates support is required. These approaches provide safeguards if SOC is unable to meet identified demand, or associated risks.

The intention to create a National Police Service as part of the Police Reform White Paper recommendations has resulted in uncertainty in Regional Organised Crime Groups (ROCO) funding beyond this financial year and this is likely to impact on future capacity.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Section 8 – Managing Serious and Organised Crime: Fraud, Economic and Cyber Crime

Step 1: Assessment of demand, including forecasts

Serious Economic Crime Unit (SECU) encompasses the Fraud Triage Team (FTT), Economic Crime Team (ECT), Serious Fraud Team (SFT), Proactive Money Laundering Team (PMLT), Financial Intelligence Team (FIT) and the Cyber Crime Unit (CCU). These functions are supported by the Proceeds of Crime Team (POCT), which provides dedicated asset recovery and disruption capability.

Fraud now accounts for around 45% of all crime nationally, making it the largest volume crime type impacting communities across England and Wales. Kent continues to experience significant demand across fraud and cyber-enabled offending, with high volumes of digitally mediated frauds, social media–enabled account compromises, and financially motivated criminality targeting individuals and businesses. Demand remains substantial across all teams. FTT triages large numbers of disseminations requiring prioritisation. POCT continues to support cases through asset denial and financial investigation.

The national shift to the FCCRAS (Fraud and Cyber Crime Reporting and Analysis Service) reporting model is expected to improve the quality of disseminated investigations. However, higher-quality disseminations will likely increase the complexity and investigative burden on Kent teams. Kent's multi-agency fraud panel is recognised as an effective mechanism for problem-solving, safeguarding and delivering targeted Protect messaging.

Fraud investigation teams manage complex cases well and apply proactive tactics to target organised and high-harm offenders. Forecasts indicate fraud and cyber demand will continue to rise, driven by increasing cyber-enablement, digital platforms used to facilitate offending and a likely uptick in viable case disseminations from national systems.

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)
SECU	39.00	-10.38%	6.33	28.00	-8.64%	7.35

SECU comprises a strong specialist workforce across fraud, cyber and financial investigation functions. Staff are experienced and supported by accredited training pathways, with good resilience and strong capability in complex and serious fraud investigation. POCT continues to provide important asset recovery and disruption capability.

THE HMICFRS PEEL 2025-27 inspection findings highlight SECU has sufficient capability to manage complex fraud effectively, supported by a dedicated investigation team and well-established Prevent and Protect functions providing safeguarding and tailored advice to victims. However, improvements are required to ensure consistency across the wider workforce. These include strengthening fraud-related training for frontline officers, Force Control Room staff and divisional investigators. SECU is also reinforcing the use of safeguarding documentation for vulnerable victims to ensure consistency and compliance.

SECU maintains appropriate technical assets, including digital tools and national cyber capabilities, through CCU.

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

SECU will meet future demand through strengthened governance, targeted training, proactive specialist support and improved allocation processes. A new complexity- and harm-based allocation model will ensure fraud cases are assigned appropriately, improving investigative standards, providing clarity for Divisions and ensuring specialist resources are deployed effectively. This will address historic issues where allocation was driven more by route of entry than case complexity.

A forcewide training programme will be expanded to improve capability across frontline and divisional investigators. Fraud and cyber specialists will move to a more proactive advisory model, offering earlier investigative guidance, structured case support and ongoing oversight for high-risk or complex fraud cases. These changes will improve consistency of victim contact, safeguarding and investigative decision-making, regardless of how fraud is reported or which team initially manages the case.

Prevention and disruption remain central to managing demand. The multi-agency fraud panel will continue to support targeted messaging and joint interventions, with Protect activity increasingly aligned to threat-led intelligence. POCT and PMLT will drive disruption opportunities, while the Economic Disruption Cell (EDC) will support proactive targeting by reviewing and developing SAR-based disruption packages aligned to the Control Strategy.

Work is underway to establish a single governance and performance framework supported by a consolidated Power BI product. This will improve strategic oversight, enable threat-led prioritisation and provide clearer understanding of demand across all fraud functions, supporting forcewide governance for all fraud offences.

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

Fraud and cybercrime will continue to grow in sophistication and frequency, driven by rapid technological change and the increasing use of digital platforms for criminal activity. Although forecasting specific volumes remains challenging, Kent is well positioned to identify and respond to emerging threats.

The introduction of a unified governance structure, improved allocation, strengthened training, proactive specialist oversight and enhanced disruption capability through EDC collectively place SECU in a strong position to meet future demand. Targeted prevention, improved safeguarding consistency and a more capable wider workforce will support the force in responding effectively to an increasingly complex fraud environment.

MoRiLE Assessment		
Risk Score	Current	Future
4	**AMBER**	**AMBER**

Section 8 – Managing Serious and Organised Crime: County Lines and Gangs

Step 1: Assessment of demand, including forecasts

Recent model changes combined with internal secondment of staff to Operation Lockstream has seen some reduction in force ability to recognise and tackle County Line criminals and scored lines. The force is currently reviewing its model to ensure robust management of this area of work continues for 2026/27.

A change in County Line definition in 2024 has seen an increase in drug lines setting up and operating on a local level being scored as County Lines – a move away from traditional methodology of travel from outside Kent. The force has a good understanding of County Line modelling, methodology and dedicated analytical support providing intelligence to investigative teams.

Section 31 Law Enforcement FOIA. In the last six months approximately 1,475 grams of class A drugs, 435 grams of class B drugs and 35 weapons have been recovered from County Lines.

The national threat from synthetic opioids has increased risk of harm from drugs facilitated by County Lines. Kent has had deaths resulting from synthetic opioids and works with internal and external partners and national law enforcement to identify, and mitigate, the threat through the 'Project Housebuilder' framework. Kent Police has amended its drug death policy to maximise evidence and intelligence to identify supply chains used. The force regularly attends national Housebuilder meetings and has introduced local Housebuilder governance to ensure grip and scrutiny of this high-risk area of the County Lines model.

Currently, the scored County Lines in Kent are remaining broadly consistent in number, but analytical support suggests County Lines violence is increasing. The new model adopted in October 2024 saw County Lines move to local ownership and local delivery through Proactive CIDs within Divisions but with central governance through SOC.

Section 31 Law Enforcement FOIA. Gang individuals are tiered based on their threat, risk and harm. Gangs, when scored, are discussed through the Pursue Board, chaired by Head of SOC, to ensure sufficient resourcing and grip. Young Street Groups and emerging issues are also raised by the Violence Reduction Unit (VRU) in the board and discussed to ensure a whole system approach to prevent groups forming a 'gang' or entering County Line criminality.

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	157.50	-10.65%	14.68	28.87	-3.21%	11.55

The Central Gangs and County Lines Team was created to provide an Operation Orochi approach to targeting County Lines and to support the divisional teams. However, increased risk from migrant crossings and focus on organised immigration crime (OIC) required diverted the team to Operation Lockstream during 2025, and line development was devolved to CID and intelligence functions.

The Pursue Board continues to review the force threat of County Lines, agreeing scoring and archiving, as well as discussing emerging threats with a focus on the top five highest scoring lines. SOC as business lead also co-ordinates the response to intensification weeks and collates responses, but do not have a dedicated Detective Inspector to complete this work. The Proactive CID remit includes burglary series and other high harm serious organised acquisitive crime (SOAC), and the teams report finding the balance between the demand and the resourcing for the two crime types competing at times.

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

Kent Police continue 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 to provide supportive diversionary schemes for those exploited through County Lines.

The force will seek to secure additional funding through the National County Line Coordination Centre (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. Dedicated analytical support continues to operation, specialising in County Lines methodology and threats. This proves invaluable for ensuring resources are focused in the areas of highest harm. The top five County Line threats are discussed in force tasking meetings where support from the wider force can be requested if required to manage unmet demand.

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

Projected demand is not expected to increase substantially, and the current resourcing is able to reactively respond to the presence of County Lines.

A review of the current operating model and governance is underway to develop options to ensure the force is in the best position to identify and tackle the threat of County Lines in the future.

MoRiLE Assessment		
Risk Score	Current	Future
1	GREEN	AMBER

Section 9 – Major Events: Roads Policing Unit

Step 1: Assessment of demand, including forecasts

Roads Policing Unit (RPU) provides a specialist response to the Strategic Road Network (SRN). Kent has 6,126 miles of roads and the UK's longest Strategic Road Network (SRN) at 204 miles.

Serious Collision Investigation Unit (SCIU) attended 41 road deaths in 2025/26 (8% increase from 2024/25). There were 992 serious injury collisions (4% increase from 2024/25). RPU responded to 7% more emergency calls (borderless calls) on Divisions. Despite these increases, prosecutions for the majority of the 'fatal four' offences (known to contribute to road death) have increased during 2025/26 from 2024/25. Speed prosecutions by officers increased by 125 (to 2,449), automated and fixed camera prosecutions increased by 13,756 (to 86,613), seatbelt prosecutions increased by 242 (to 1,268), and impairment arrests increased by 301 (to 3,501). Distraction offences reduced by 57 (to 1,185) – the only reduction in prosecutions.

The new Entry/Exit System (EES) at both Kent portals is expected to cause disruption when implemented in 2026. Kent Police is collaborating with the Local Resilience Forum, Department for Transport (DfT), and Home Office to minimise this. Operations began in October 2025 with 10% checks, gradually increasing to full checks expected by Summer 2026. Regular updates are provided through EES meetings. Although uncertainties remain about 100% checks impact on delays, EU mitigation measures have helped reduce demand, resourcing, and business continuity impacts.

Operation Fennel continues as the multi-agency response to traffic volume when vehicles are delayed leaving the country. Improved alignment with National Highways and KCC has lowered officer deployments for traffic management. However, Operation Brock is projected to be used more often and for longer periods during peak travel times and full border checks.

The Lower Thames Crossing construction (completion estimated 2031) may also increase demand for RPU with increased SRN distance.

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	-4.49%	8.21	10.00	-11.00%	5.39

Supply and security of officers is good, and serviceability of equipment is sufficient. 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 now rolled out wider within the department to ensure resilience. Continuous professional development (CPD) is used so officers can perform multiple roles, providing support as required.

Partnership work with National Highways and Kent County Council (KCC) has resulted in a reduction in police resources required for traffic management.

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

Increase use of technology combined with recruitment and retention should provide sufficient resources to meet future demand.

MoRiLE Assessment		
Risk Score	Current	Future
1	GREEN	AMBER

Section 9 – Major Events: Tactical Public Order & Operational Planning

Step 1: Assessment of demand, including forecasts

Operations Planning provides logistical planning and resourcing frameworks for licensed events, major sporting fixtures, ceremonial occasions and spontaneous incidents. Public Order and Public Safety (POPS) addresses protest, disorder and crowd-related risks.

Right Wing protests increased in 2025, with anti-immigration themes and national disorder at migrant-related locations, particularly in North Division. Internationally inspired protest remains a moderate risk, notably Palestinian-related protests targeting defence and manufacturing sites. Environmental, animal rights and left-wing protest activity remains low.

Operations Planning oversees licensed football matches in Kent using football officers and public order planning. Demand is rising due to increased attendances, youth disorder and social-media-organised violence – hate crime and anti-social behaviour remain key concerns.

Demand may increase due to Martyn's Law, with additional counter-terrorism planning and advisory requirements on event organisers and policing. Future demand also includes significant sporting and ceremonial events anticipated in 2026/27 and into 2028. Kent's gateway position to Europe means Kent Police will be responsible for managing transiting groups through transit hubs. Spontaneous protest/disorder also requires planning and resource flexibility.

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%	3.33	33.16	-1.36%	4.97
Ops Planning	6.00	+33.33%	39.57	11.37	-6.17%	13.23

Operations Planning contains experienced staff. Workforce wellbeing and sustainability are managed through established governance and welfare arrangements. Section 40 Personal Information FOIA.

Public Order capability is extensive, with strong regional collaboration across the South East, providing mutual aid and specialist capabilities when required. The Safety Advisory Group (SAG) supports the risk assessment of over 3,500 events annually, underpinned by multi-agency working with local authorities, Kent Fire and Rescue Service and South East Coast Ambulance Service.

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

Anticipated demand is met through an integrated model that aligns strategic threat and risk assessment, operational planning and public order capability. The Public Order and Public Safety Strategic Threat and Risk Assessment informs workforce planning, training, succession planning and deployment decisions, ensuring compliance with College of Policing Authorised Professional Practice, National Police Coordination Centre methodology and the Strategic Policing Requirement.

Recent improvements to event assessment, planning and costing processes have strengthened understanding of the resource and financial impact of planned and spontaneous operations. Operations Planning works closely with the Force Resource Unit to enable efficient deployment.

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

Public order and major event demand can be met within existing capability in 2026/27. While spontaneous protest and disorder will continue to present operational challenges, established escalation processes, regional collaboration and mutual aid arrangements provide sufficient resilience.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 9 – Major Events: Armed Policing

Step 1: Assessment of demand, including forecasts

Kent Police provide a 24/7-armed capability across Kent and the 7 Force Region – [redacted]. Whilst the 7 Force collaboration holds the College of Policing course delivery license, Kent Police host 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 2025/26 the total number of deployments (planned and spontaneous) has decreased from 280 to 217. Armed response officers made 769 arrests and performed over 800 stop and searches. They carried out more than 6,310 hours of security patrols, as well as supporting specialist crime teams by commanding and deploying to planned firearms operations. The Firearms Training Unit has delivered over 12,375 hours of firearms training and 216 hours of specialist firearms tactical advice training.

Converted blank firing handguns and ammunition continues to be reported in the region. Both top venting and front venting blank firing pistols continue to be used in converted and unconverted states by criminals. Kent Police conducted Operation Pivot/Mimic in February 2026 – an amnesty targeting Bruni side/top venting weapons that are easily converted leaving many owners unintentionally committing criminal offences.

There has been one commercial burglary offence targeting theft of shotguns. Domestic theft of shotguns is likely to continue as a criminal source of firearms. 3D printing of weapons also continues to impact Kent. It is likely to be further exploited in printing accessories and production of hybrid weapons.

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	108.00	0.00%	3.20	3.00	0.00%	0.42

There is no significant sickness in the department, however due to the physical role requirements it is common to have a number not deployable due to injury [redacted].

All officers are supported by the force occupational health framework and post incident management processes where necessary. Officers within Armed Policing are supported by Welfare Services and undertake regular screening. The screening process in December 2025 resulted in the highest response rate to date, with a 70.5% completion rate. 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 training unit currently has 20 National Firearms Instructors (NFIs), with the ambition to recruit a further four in the next three years to fill expected vacancies due to retirements.

Kent Police continue 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. Kent also provides unsuccessful candidates with coaching, support, and upskilling to maximise retention.

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. The operational competence of all commanders is briefed to the ACC Central Operations for their review and annual Chief Firearms Instructor sign off. Kent Police has invested in specialist clothing and equipment, using the armed response uplift funding to future proof the department.

[redacted] Kent is looking at a weapon replacement programme within the coming years. This is likely to cause significant capital expenditure in the financial years of 2027-2028. In addition, there will be increased demand on training. The current CED provision in Kent is the Axon

Taser X2. This is now an ageing device, and it is expected the Taser 10 will be introduced in years 2026-27. 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 and then many hours upskill training delivery.

Kent is part of the National Airbox User Group. Airbox is a situational awareness application that enables users to track and locate resources. Airbox has multiple uses including 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.

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 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 developed to better understand demand through the Strategic Threat and Risk Assessment.

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 from contributors outside the Tactical Operations command. The Armed Policing Chief Inspector and Inspector also carry out daily monitoring of firearms incidents to identify good practice and any learning so the force can be confident of an effective, timely response to mitigate the threat posed.

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 is supported by the South East Counter Terrorism Hub for specialist firearms officers and tactics should the need arise either spontaneously or through a planned deployment.

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.

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.

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 through current workforce capacity, strong governance, continued training, and regional support arrangements. However, there will be a reliance on successful recruitment and retention Section 31 Law Enforcement FOIA.

Section 9 – Major Events: Firearms Licensing

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Step 1: Assessment of demand, including forecasts

Kent currently has 24,079 licence holders holding 78,218 firearms – increased from the previous year. There are no unlawful expired certificate holders and nine temporary permit holders, comparing favourably against similar forces.

In response to the Keyham Inquest and associated Regulation 28 Prevention of Future Death reports, the force has embedded the August 2025 Statutory Guidance for Chief Officers of Police and the updated College of Policing (CoP) Authorised Professional Practice (APP). This lengthens the application and renewal processes, with increased scrutiny around possession suitability requiring home visits, interviews, and enquiries. The force has also recommenced external engagement through a Firearms Licensing Advisory / Independent Advisory Group model, mirroring national good practice. The force works with medical partners on fitness to possess a firearm – increasing firearms seizures and surrenders for review or revocation.

The Firearms Licensing Team focuses on risk; therefore, renewal applications take priority over grants. Current turnaround times for renewals is 58 working days and 81 working days for grants. Grant application demand on Firearms Investigating Officers (FIOs) has reduced following increased recruitment – with individual workload reduced from over 100 jobs to 40-60 per month.

Firearms licensing operates on a five-year cycle of demand, with the peak arriving in Spring 2027. Historically, turnaround times and the capacity for new grants have been impacted as the five-year cycle reaches its height.

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	-1.88%	5.14

All staff have received training in delegated authority, National Decision Model and risk management. A nationally accredited firearms licensing course is being developed by CoP, half of force FIOs are trained and accredited, with the remaining half to be trained over the next year.

Agile working is in place for most of the team, with IT and furniture provided. New procedures are in place for lone working, with safety training and radios for staff.

Technologies used to support firearms licensing demand include Office 365 and Single Online Home. Office 365 is an in-house case management system introduced in 2025, and replaces Cyclops, which was phased out.

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

The demand cycle for firearms licensing is well understood, and peak times are planned for to ensure demand is managed.

Anticipated demand is being met through enhancement of key digital systems, improving capacity, resilience and efficiency. Office 365 has been in place since last summer as a more stable successor to Cyclops. It is a more stable platform, enabling increased workforce efficiency.

Section 31 Law Enforcement FOIA. In addition, the National Firearms Licensing Management System (NFLMS) is being redesigned and is out to tender. This will integrate case management and payment functionality, delivering efficiency gains. This capability is planned to enter service in 2027.

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

The Firearms Licensing Team expects to meet future demand, with capacity focused on risk-critical activity and timeliness of service delivery.

MoRiLE Assessment		
Risk Score	Current	Future
12	RED	RED

Section 9 – Major Events: Counter Terrorism and Border Policing

Step 1: Assessment of demand, including forecasts

Kent Police Counter Terrorism Policing Borders (CTPB) operates at Dover, the largest maritime passenger port in the UK, at the border control points of both the UK and French terminals of the Channel Tunnel, as well as providing a counter terrorism (CT) policing response to the large number of small airfields and marinas in the county.

Assessing the demand at the Kent border remains a challenge due to the nature of travel through the international rail and maritime routes, which can be unpredictable and subject to peaks in demand. Heightened travel volumes increase the requirement on CTPB resources to respond to alerts and referrals from partners, and the need to address spontaneous incidents.

CTPB is the first line policing response to the small boat crossings and works in close partnership with other agencies to meet this enduring demand. Small boats have continued to cross the Channel and 2025 saw the arrival of 41,472 individuals, a 13% increase on 2024 and second highest annual number following a peak of 45,755 in 2022. The increase in small boat arrivals has led to a significant increase in demand for the Clandestine Response Team that operate at Western Jet Foil and Manston – safeguarding national security risk to the UK. Predicting future demand from small boats is complex, however it is expected this area of demand will continue to increase for the Clandestine Response Team.

High volumes of crime alerts are received at the border. 2,311 were received in 2025, a 9% increase on 2024. The Kent CTPB Regional Control Desk triages alerts and officers respond to Home Office serious crime offences, alongside their core national security role. It is anticipated this demand will not abate in short or medium term as improvements are made in data, which will drive increased alerting.

The European Entry/Exit System (EES) has been partially implemented at the Kent Ports ahead of the deadline for full mandatory use by Summer 2026, although operational flexibility underpins this target date with issues being reported more widely both in the UK and at European travel hubs. EES is not likely to pose a significant increase in demand for Kent CTPB, however it does present some complex operational challenges for frontline teams.

To ensure CTPB can manage and effectively respond to demand, a flex and surge model is employed to deploy resources. This can be complex with the unpredictable demand from small boats, the high passenger volumes passing through Kent ports and the fact UK inbound controls are located in France. Deployment is managed daily by the Duty Manager and Regional Control Desk.

In the medium term, the following factors may increase demand for CTPB:

- Several companies continue to show an intent to run international rail services from Ashford and Ebbsfleet. When realised this will require a CTPB response.
- Increase in demand for commercial ship boarding.
- Improvements in technology at the border improving data reach and quality.

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	165.82	-0.43%	8.29	44.60	-0.61%	12.82

Kent CTPB resources have declined incrementally for several years due to wider national reviews of Counter Terrorism Policing, increasing pressure on resourcing. Staffing levels are adequate but heavily rely on flex and surge within the Command, as well as national support from the wider Counter Terrorism Policing Network.

The CTPB Training Team ensures officers are trained and qualified in the national accreditations required and that staff are inducted in the complex processes and policies within CT Policing. Furthermore, the Training Team trains the Channel Tunnel Policing Unit to provide an emergency response to underground incidents at the Channel Tunnel. It also co-ordinates regular exercising with emergency service and commercial partners.

The wellbeing of staff is managed by an effective Absence and Wellbeing Management Group (AWMG) process, and there are no significant issues with sickness within the unit.

Kit and equipment remain fit for purpose, with a recent upgrade to specific IT systems, facilitated by colleagues at Counter Terrorism Policing South East. The vehicle fleet is managed efficiently, including provision of vehicles able to operate within the Channel Tunnel.

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

Challenges exist in adequately staffing the three main ports in the county, particularly at times of competing demand from the small boats, or from tasking from other regions and partners. Kent CTPB receives some support from the wider Counter Terrorism Policing Network to provide additional resources when necessary, however, this is dependent on demand elsewhere in the network.

The continuation of flex and surge will be essential for CTPB to service its variable and complex demand and geographical challenges, with juxtaposed controls in the UK and France, and 24/7 operation. Resourcing will continue to be orchestrated on a daily basis, according to an assessment of threat, risk and harm.

CTPB will continue to work closely with partners to understand and manage demand and seek opportunities and innovations to make best use of resources. The unit actively seeks diverse funding opportunities to support strategic and tactical operational activity, the external funding of the Clandestine Response Team being one such example.

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 is predicated on several complex and unpredictable factors, most of which are difficult to control or anticipate. Whilst technology may provide some solutions, elements of it are also likely to drive increases in demand.

Challenges and opportunities present themselves going forward through changes in some of the roles and responsibilities of the agencies safeguarding the UK border, as well as through wider relevant legislative proposals. The need to respond to issues on the borders, which are high risk in nature, has an ongoing impact and presents a permanent pressure to respond accordingly.

The demand and risk through Kent borders continue to be monitored daily, escalating on a national level where appropriate.

Section 9 – Major Events: Civil Contingencies

MoRiLE Assessment		
Risk Score	Current	Future
1	GREEN	AMBER

Step 1: Assessment of demand, including forecasts

Contingency Planning works in partnership with the multi-agency Kent Resilience Team (KRT) – providing both funding and staff – to ensure responses to civil contingencies and/or emergencies are suitable. This builds preparedness and provides assurance in Kent's readiness to manage such incidents.

Risks are assessed by the KMRF Risk Assessment Group, for which Kent Police is a key contributor, and plans developed accordingly. The force remains committed to supporting the KMRF, playing a significant role in the provision of multi-agency emergency planning workstreams in accordance with the Civil Contingencies Act 2004 (CCA).

Kent has several high-risk locations requiring both single agency and multi-agency emergency plans. Demand has increased, as expected, following the Manchester Arena Inquiry. This includes drive to conduct more testing and exercising within force, with a focus to increase exposure to first line responders, and with partner agencies.

Kent Police led a multi-agency workstream with the KRT and the KMRF in 2025 to develop capabilities and response plan to a terrorist incident on a ferry entering the Port of Dover during a multi-agency tabletop exercise, facilitated by a national CT Policing team. Plans will now be refined, in line with national guidance, with further multi-agency exercising in 2026.

In line with other Local Resilience Forums, KMRF will be reviewing its structures and capabilities during 2026, considering current financial constraints and restructuring within both Local Government and the NHS.

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	+33.33%	39.57	11.37	-6.17%	13.23

Section 40 Personal Information FOIA Staff welfare is prioritised, with governance provided through the Attendance and Wellbeing Management Group (AWMG) process.

Training and continuous professional development (CPD) is a priority to ensure staff meet the legal obligations of the CCA. KMRF offers command training opportunities at strategic, tactical, and operational levels to police and partner agencies.

Contingency Planning has sufficient equipment to perform its role, however, experienced resource challenges during 2025, requiring a shift in focus to ensure critical plans remain functional. 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

The Contingency Planning team regularly reviews contingency plans to ensure they remain fit for purpose, as well as applying an informed review period to increase capacity for opportunities around testing and exercising.

The KMRF Strategic Board continues to oversee the implementation of the KMRF business planning model to ensure the force and its partners have a well-funded operating model to cover future civil contingencies challenges and requirements. Where appropriate Kent Police 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

The Contingency Planning department expects to meet future demand with regular reviews of current workload. Should any recommendations require significant resources and time, this will be a challenge.

Section 10 – Knowledge Management and ICT

MoRiLE Assessment		
Risk Score	Current	Future
8	RED	RED

Step 1: Assessment of demand, including forecasts

Kent Police, in collaboration with Essex Police, has a technology roadmap extending to 2030. However, the speed of technology advancement requires agility and review within the Medium-Term Financial Plan (MTFP). This includes new technology and the replacement of existing end of life solutions, devices and infrastructure.

The combined impact of rapid technological change, financial constraints, and an increasingly complex national technology picture is accelerating the demand to adopt new solutions, while simultaneously reducing clarity for local demand planning. Anticipated reforms to UK policing structures and responsibilities are likely to necessitate a different technology landscape to support local and national operating models. Until reforms are confirmed, local planning remains constrained. In the interim, the force will continue to adopt, exploit, and implement national, regional, and locally commissioned technology.

The force uses appropriate guardrails, prioritisation and governance to ensure the right technology is being used in the right way, at the right time, by the right people for the right reasons. Inefficiencies of overlapping technologies are avoided.

The force is committed to innovation and recognises technology as the 'backbone' of policing. Local demand increased in 2025/26, with additional funding allocated to expedite delivery. Key areas of focus are Automation and AI, Contact Management, Digital Forensics and Data Transformation, alongside the force's technology refresh programme. Each programme has progressed significantly over 2025/26 and will deliver in 2026/27 and 2027/28. 2026/27 will also see the conclusion of the Record Management System (RMS) procurement and the start of a programme to review options for refreshing the forces Enterprise Resource Management system – in line with national strategy. This puts Kent in a strong position to support and contribute to national thinking in areas such as automation, integration and data exploitation.

A significant resource investment supports users and maintains current technology in a secure and performant state. This is ongoing work and must remain a priority across a combined Kent and Essex estate of 14,000 users, 106,000 devices and peripherals, 2,000 servers and network devices, and 532 applications and software.

Section 31 Law Enforcement FOIA. Minimum compliance levels for the Security Assessment for Policing (SyAP) will rise – significantly increasing resource, time and potentially technology investment.

Challenges remain balancing resources across current and new technology, unclear national project timescales and local activity need, resource levels, maintaining skills in a fast-evolving technology landscape and quality of suppliers and products, aligned to policing's needs functional, technical and security.

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	2.0	0.00%	0	128.91	-14.26%	5.00

The significant investment in force assets (devices, infrastructure, data centres, software and solutions), alongside the hyper focus on underperforming solutions is providing Kent's officers and staff with performant and secure technology. The National Wellbeing survey showed Kent as having a higher level of satisfaction against the national average for service, hardware and software.

The 2025 Information Technology Services (ITS) staff survey found a 9% increase in overall satisfaction, however visibility and trust in leaders, as well as workload remain the areas of note, a programme of staff engagement is in place for 2026.

Financial concerns required ITS to take a 7.2% pay budget reduction and increase the vacancy factor in 2024. The force has since enabled recruitment over the vacancy factor, as well as several additional roles to deliver and support new corporate technology platforms. Significant 'pinch points' in key specialist technology areas have been identified in 2025/26. The Technology Solutions team are being augmented through the Intelligent Automation Programme and through an additional Technical Solutions Architect, however there will be short term challenges due to team attrition and recruitment.

Kent can offer better work/life balance than the private sector. 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, cloud and AI – as policing competes with the private sector for this emerging but constrained skill set. To date the force has been able to recruit into the available roles but it is often necessary to recruit and then train/develop, rather than being able to bring in individuals with a high level of experience and existing skillsets.

There continues to be a significant number of ITS staff who are over the age of 50. This results in a skilled and experienced workforce but with a risk of high retirement levels in the next 5-15 years. Cross skilling and early recruitment to allow for skills handover are being employed.

Training is flexible, outlined in the ITS Training and Development strategy, using methods including classroom, online, desktop exercises, mentoring, CPD and peer to peer. To assist with the pace of technology, new solutions, cloud opportunities etc. the force brings in delivery experts and engages with organisations such as Microsoft to expedite delivery and upskill staff.

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.

Security of systems and infrastructure is a priority with significant resource capacity dedicated to Cyber Security Prevention and Detection. This is evidenced in the force's mature position against the SyAP framework.

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

In 2025 a new prioritisation mechanism better aligned to force priorities was agreed and is being launched to ensure organisational benefits drive IT choice, assessing functionality, technology compatibility, security compliance and total cost of ownership.

The 'Adopt, Exploit, Implement' strategy will ensure the force considers all options to deliver new technology-based capability or to replace current technology:

- **Adopt:** Looking for available solutions or those in the national pipeline.
- **Exploit:** Leverage existing platforms and develop new functionality on them. This can be done internally or with a supplier.
- **Implement:** Look at innovations in policing and the marketplace to bring in solutions that meet organisational needs, are technically compatible, and secure.

New initiatives are assessed to establish the need for additional capacity or capability and ongoing support needs. Those that cannot be met by existing resources are built into the business case.

As described in Step 1, there is substantial 'unknown' potential demand – particularly nationally, including Police Reform 'Local to National', Police.AI, NDIES and the wider Reform Technology Strategy and Roadmap.

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, Police Reform, rapid development, 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. Section 31 Law Enforcement FOIA.

The technology change portfolio is governed under strict change control at Chief Officer level, enabling agility if an initiative adds considerable benefit. However, this usually results in removing/delaying another project or establishing funding.

Increasing demand in cyber vulnerability management and response affects available capacity 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 will alleviate some demand. However, the increase in SyAP score for some controls will increase the workload further.

The risk of demand not being met in future years is high with a combination of 'known unknowns' and 'unknown unknowns'. Each national programme, project and initiative is working too much in isolation, strategies are not well aligned, and there is no national prioritisation resulting in short notice and conflicting requests at a local level.

Capacity issues do not allow for proactive staff upskilling etc. However, those skill areas are better understood now than at the beginning of 2025. Training has been aligned to address gaps, but further work and focus is needed in 2026.

MoRiLE Assessment		
Risk Score	Current	Future
4	**AMBER**	**AMBER**

Section 10 – Knowledge Management and ICT: Information Security

Step 1: Assessment of demand, including forecasts

Digital data processed, stored, and shared by the force is increasing – aided by advances in technology. Increase in public awareness regarding accuracy and retention of data drives demand. The litigious climate contributes to data protection complaints and referrals to the Information Commissioner's Office.

Demand forecast is challenging with variables including public behaviour, national events, legal change and technology. However, the data below shows a stable request picture, although complexity and data volume is increasing.

Request	2023/24	2024/25	2025/26
Subject Access	1,898	2,290	2,833
Freedom of Information (FOI)	1,778	1,835	1,872
Other disclosures	5,506	6,861	7,760

Digital records retention management has also been stable. Data collection in the new systems does not require review in 2026/27. However, embedding Microsoft 365 has increased records management demand. Focus is on professional records management from inception to decrease demand for backlog reviews.

As digital data value increases so must resilience to cyber-attacks; dependent on robust assurance of new, more advanced systems, which will increasingly embrace opportunities to deploy robotics and AI. Creating a knowledgeable digital culture in the force will help defend against 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	-	-	-	115.37	-17.77%	13.56

Retention of staff is consistently positive, with a clear progression pathway.

The Senior Leadership Team works closely to ensure any cross-over areas within Information Management are effectively covered, preventing siloed working and reducing the risk of gaps or inefficiencies. The team holds weekly meetings with HR to review staff requiring additional support or guidance. Supervisors hold monthly 1-2-1s with their staff in person to check welfare and workload. There are no concerns regarding sickness or staff wellbeing.

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 are in place to automate deletion in new systems where possible when designed, purchased, or implemented to prevent over retention of records.

The force is increasingly adopting targeted publication strategies and broader, routine publication of Kent Police data to help manage demand for FOI requests.

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

Short-term increases in public demand for data continue to be managed by current resources and team structure. However, long-term growth may increase pressure. This area of the business is also affected by capacity within the force's IT Department (see **Section 10 – Knowledge Management and ICT**).

The force is aware of these risks to performance and will monitor through the strong governance structure, supported by the executive team. This brings the focus to innovation and fosters a culture of horizon scanning to refine and strengthen workforce practices in line with emerging demand.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Section 10 – Knowledge Management and ICT: Performance Analysis

Step 1: Assessment of demand, including forecasts

Demand for performance analysis continues to increase as the force prepares for the introduction of the new National Performance Framework and a new tiered performance system. Although the framework remains in draft, with further developments expected over the next 12 months, it is already clear the force will need to transform its own performance framework, creating sustained demand on the Performance Analysis function.

Delays in data integration into the Data Transformation Platform, arising from competing IT demands and wider force priorities, have caused some opportunities to deliver performance improvements and enhanced capability to be put on hold. This makes it difficult to plan analyst resources and maintain existing products, whilst preparing to migrate away from the Data Hub and redevelop more than 100 dashboards for officers and staff across all levels. This work will need to progress at pace once the data platform is delivered, alongside the adoption of new technology and AI-enabled capability to improve data literacy and insight across the force.

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	-	-	-	18.50	-20.67%	8.56

Nationally there is a significant demand for skilled analysts, and with the introduction of enhanced technologies and digital capabilities, the market is highly competitive. Several members of staff have taken other opportunities and progressive roles outside of the force. This is expected to remain a challenge.

An enhanced training regime is currently being developed under the Data Transformation Programme, and alongside the development of the Data Lab. This will give analysts the chance to develop their skills within the force and provide opportunities to retain staff.

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

Anticipated demand assessment indicates an upward trend over the next four years. The force response is to continue shifting the focus of Performance Analysis from data provision toward insight, interpretation and performance improvement, while maintaining core reporting requirements during a period of significant transition.

This assessment is informed by the developing National Performance Framework, the requirement to redesign the force performance framework, ongoing delays to full data platform delivery and the need to rewrite a substantial suite of dashboards and products currently supported through legacy arrangements. It also reflects the requirement to integrate new digital capabilities and AI-enabled tools in a controlled way to improve analytical productivity and organisational understanding of data.

Current planning assumes that, once enabling technology is delivered, analysts can progressively move away from manual data processing and toward higher-value analytical activity. This will strengthen the force's ability to identify opportunities for improvement, provide clearer performance insight and support more informed decision making across operational and corporate business areas.

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

The planned review and redevelopment of analytical capability should place the force in a stronger position to meet future demand. However, the pace of national change, the dependency on technology delivery and the emergence of further opportunities through Data Transformation mean some future demand remains uncertain and may generate additional requirements that will need to be addressed through subsequent planning.

The current direction of travel is positive, but delivery remains dependent on successful platform implementation, workforce capability uplift and the force's ability to manage transition from legacy reporting arrangements to a more modern analytical and performance environment.

MoRiLE Assessment		
Risk Score	Current	Future
4	AMBER	AMBER

Section 10 – Knowledge Management and ICT: Intelligence Analysis

Step 1: Assessment of demand, including forecasts

Demand for Intelligence Analysis continues to increase. The introduction of the Forensic Science Regulation is likely to reduce accredited individuals across the force who can complete geo-location and cell site evidential material for court and investigations. As the Intelligence Analysts are the professional leads for this work, demand is expected to increase further as this cohort narrows.

There is also increasing national and local demand for analytical support in relation to group based child sexual exploitation (GBCSE) offending. National scrutiny following the Casey Review has created additional expectations on forces to improve analytical understanding, insight and identification of offending patterns. Investment in team capacity is supporting this work, but demand is expected to remain high.

In parallel, the developing National Performance Framework places further emphasis on organised crime groups, Proceeds of Crime Act (POCA), drug seizures, disruptions and county lines activity. These processes are managed within Intelligence Analysis, requiring greater scrutiny, proactive identification of opportunities and continued focus on data quality and performance management to ensure organisational and national expectations are met.

The National Intelligence Model refresh has reinforced the centrality of analytical products to intelligence-led policing. While this is positive, it increases demand to provide timely, high-quality products to support tasking, co-ordination, disruption, and strategic understanding of threat, risk and harm.

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	-	-	-	44.65	-22.21%	5.70

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 that accreditation. Whilst this creates demand, it is a welcome structured development opportunity to ensure a minimum level of training, skills and confidence in the analytical provision. To date, 100% of analysts in Kent are IPP accredited and have moved on to either a development or maintenance phase of their IPP.

There is a heavy requirement of analysts to be seconded to force initiatives and Home Office funded teams, which based on the short-term nature of the funding, means substantive positions are often left vacant due to the inability to fill short-term contracts. Maintaining capacity within the team remains a challenge.

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

Over the next four years, demand is anticipated to increase. Professional judgement indicates some of this can be managed through improved technology, digital assets and planned IT developments. These will help reduce reactive data provision and enable analysts to focus on evidential, proactive and risk-based analytical work – adding the greatest value.

Planned developments Section 31 Law Enforcement FOIA are expected to improve analytical capability, particularly in identifying GBCSE and intelligence development. The Common Data Platform should also strengthen force ability to share information with partners and better identify and reduce harm to vulnerable individuals. The team will continue to flex and reprioritise according to threat, risk, harm and Control Strategy priorities, using established MoRiLE-based approaches.

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 unlikely to be met in full. The team will continue to manage the most critical requirements through agile tasking and prioritisation.

MoRiLE Assessment		
Risk Score	Current	Future
2	AMBER	GREEN

Section 11 – Forcewide Functions: Estates

Step 1: Assessment of demand, including forecasts

Delivering capital works and improving statutory compliance are the main areas of current demand. Estate and Facilities Services has identified priority areas for rectification and focus is on delivering those capital works. The process for managing this is well established and has improved throughout 2025/26.

All statutory areas of compliance are monitored with plans for remediation works where identified. There is regular reporting to Chief Officers outlining compliance and plans, enabling scrutiny and oversight. As a result, there is improved understanding of demand areas and management. The force has detailed surveys for asbestos and water monitoring (Legionella) and a plan is being followed to ensure appropriate risk management in line with regulatory requirements. This reduces the likelihood of building failure or enforced closure and increases resilience across operationally critical sites.

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 located at Medway.

Carbon management, sustainability and energy efficiency is part of the Estate rationalisation – incorporated in refurbishment and modernisation.

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	-	-	-	61.72	-16.69%	5.43

During 2025/26, there was a department restructure to modernise and support the way the function worked across key areas such as capital improvement works, statutory compliance and operational needs. Several new roles were created and recruitment is ongoing, expected to be completed by August 2026.

Overall recruitment continues to be challenging due to high demand for specialist roles and proximity to London-based roles. There is reliance on external providers for professional services, particularly regarding asbestos, fire risk management, cost consultancy and specialist construction health and safety. The recruitment outlined above will reduce this reliance and continue to upskill the department.

The Kent Police Estate, like most police forces, is ageing and demand from refurbishing and remodelling, alongside the delivery of statutory compliance and the energy strategy continues to be significant and sustained.

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

Kent Police has procured a partner to deliver a new Estates Strategy, and a comprehensive medium-term plan will be produced outlining key priorities to ensure demand is met. Progress reports will be provided and monitored through existing governance to ensure planned benefits are realised.

In the meantime, an annual priority list is produced to inform the budget and workstreams, with a focus on 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 recruitment may impact cost and programme delivery. Whilst changes already made alongside the plans around the Estates Strategy and structure will enable future demand to be met, it should be noted the priority remains health and safety. This means non-critical estate modernisation and lower risk backlog maintenance may extend across multiple years.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 11 – Forcewide Functions: Human Resources

Step 1: Assessment of demand, including forecasts

Demand is understood through Human Resources (HR) data and strong governance processes, enabling evidence-based demand forecasting over the medium term.

The force delivered the 2025/26 police officer headcount requirements with 4,225 officers in March 2026. 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 2026/27 recruitment plan has been agreed by Chief Officers to maintain officer headcount at 4,210. This plan is set against the attrition forecast – reduced to a predicted 21 officer leavers per month for 2026/27. However, the recruitment plan remains agile to cope with short term fluctuations.

As predicted in FMS 2025, retention has stabilised, with the number of officers leaving reducing each year since 2022/23. Resignations, although reduced, remain the most frequent exit route from the organisation, which is expected to continue. Retirement accounts for the second most frequent route and this is expected to continue at a stable level, although a potential increase is expected for the early 2030s based on length of service data and pension eligibility.

Resignations from officers with less than five years' service have reduced (68.2% of resignations in 2025/26, compared to 80.38% in 2024/25). 30% of officers have less than five years' service (March 2026), which is consistent with last year (32%). This remains a significant workforce demand with pressure on leadership, training, support, performance and attendance management, and policy guidance.

Neighbourhood policing (NHP) remains a core national priority, in line with the Neighbourhood Policing Guarantee. The force was required to deliver 309.82 FTE NHP strength and did so with 313.59 FTE in March 2026. The NHP requirement for 2026/27 will be expanded to include neighbourhood PCSOs and the force expects to continue to meet this commitment in full.

The force delivers continuous improvement and organisational change programmes to improve efficiency, effectiveness, service delivery and financial sustainability. This is expected to continue throughout 2026/27, representing a key area of demand with business cases and organisational restructures placing ongoing pressure on HR capacity to deliver lawful, professional and efficient change processes.

The increasing use of AI and robotic automation to improve efficiency and effectiveness across the force is an area of potential emerging HR demand. Innovation is likely to drive organisational change and workforce adaptation requirements.

Work to respond to the Employment Rights Act has already commenced, creating demand through policy review, implementation activity, and advisory support. As the Act continues to be embedded over the next few years, the ongoing compliance, workforce impact, and management of employee relations will generate sustained future demand.

The force aims to be representative of the communities it serves, to build trust and confidence in policing services and be recognised as an inclusive employer of choice. Work is being delivered through the Diversity and Inclusion Strategy and the Police Race Action Plan. Population census data (2021) found the economically active population of Kent was 47.79% female and 11.29% ethnic minority. At the 2025/26 year end the number of female police officers was 1,520 (36.62%) and ethnic minority officers was 158 (3.81%).

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	-66.67%	22.85	39.03	-4.05%	2.47

The HMICFRS PEEL 2025-27 inspection for Kent Police returned an 'Outstanding' grading for supporting the workforce.

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. They can be hard to fill, impacting the security of resource supply. The vacancy factor is also expected to remain to meet budgetary constraints.

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 team aims to meet the high demand, help the force to be an employer of choice and deliver better work and working lives.

Attraction: The force will continue with recruitment campaign *#MoreThanTheBadge*, supporting a 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 to the detective pathway via the Investigate First programme. Kent Police offers transferee opportunities for officers from other forces, both at level transfer and on promotion – including into specialist roles such as detectives and firearms. A re-joiner and returner scheme is also used, opened according to operational need, typically where there is a critical or hard-to-fill skills requirement.

Development: Kent Police has adopted the National Talent and Development Strategy (NTDS) to deliver consistent strategic talent development and workforce planning across the service to meet current and future needs. New national guidance for the Professional Development Review (PDR) has also been adopted. The force continues to deliver its 'Succession Planning' career conversation framework, and offers mentoring, attachments, project opportunities, Myers Briggs assessment and 360 feedback under its 'Develop You' programme. The Fast-Track Constable to Inspector promotion pathway and the Police Staff Leadership Programme is also supported.

Support: Key areas of high demand and impactive HR process such as the PDR process, attendance management and flexible working have been improved in 2025/26 under the Empowering Leaders and Reducing Bureaucracy (ELRB) programme. These directly impact resource capacity and capability, optimising time available to serve the public. HR works with operational and command teams to deliver interventions, support and development for officers and staff absent from the workplace. This includes informal and formal attendance management processes to support wellbeing, facilitate return to work, and maximise attendance, thereby reducing abstraction and sustaining operational resilience.

Retention: Retention Strategy is aligned with the overarching People and Learning Strategy to support individuals across their career journey, to attract high-calibre individuals, support their wellbeing and development, and foster a culture that encourages long-term commitment and career progression. A clear understanding of leaver reasons underpins this work, captured via the force's exit process delivered in line with National Leaver Framework. The force continues to provide extensive support and development options that make a positive contribution to retention.

Representation: The Internal Inclusion team supports officers and staff from under-represented groups with recruitment, retention, and development. The team works with force support networks and the Independent Advisory Groups to improve processes and provide equity and opportunity for all.

The Positive Action Plan focuses on attracting, developing and supporting under-represented officers and staff. This is delivered through targeted outreach to recruit from across Kent communities and using initiatives such as the 'Achieve Programme' – directly supporting personal development.

The force is also engaged with the national Police Race Action Plan and HR is delivering the 'Culture and Workforce' workstream to support Black officers, staff and volunteers with issues such as recruitment, career progression and misconduct.

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

HR expects to continue delivering its full range of services to attract, support, develop and retain officers and staff by working collaboratively across teams and with internal and external partners. While high demand and vacancies create a small potential demand gap, no reduction in service is anticipated. This risk is mitigated through ongoing activity, improvement and innovation set out in Step 3.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 11 – Forcewide Functions: Learning and Development

Step 1: Assessment of demand, including forecasts

Learning and Development (L&D) is an experienced team with strong corporate governance links at a senior level – ensuring training impact is understood, which enables effective future demand modelling.

A demand plateau in 2025 followed by a reduction in 2026/27 had been anticipated. This included a demand shift as the large volume of Police Uplift Programme (PUP) officers attained skills such as driving, taser or detective accreditation. This shift has been realised with a reduction in Initial Training numbers to previous rates. However, Professional Development Unit (PDU) is still challenged with high numbers of probationary constables and demand will remain high during the first half of 2026/27.

The Police Constable Entry Routes (PCER) are stable, allowing the department to optimise and take the opportunity of the future regulated profession model.

The force contract with Anglia Ruskin University for the partnership delivery of the Police Constable Degree Apprenticeship (PCDA) and Degree Holder Entry Programme (DHEP) has been extended until March 2028. Work will start in late 2026 on procuring a new contract, creating demand on the leadership team.

The College of Policing (CoP) invited police forces to participate in a national public and personal safety training (PPST) trial. Kent has been accepted onto the trial, with the new one-day annual training model (a reduction from the current two-day model) live from 1 May 2026. This is expected to reduce training demand in this area. However, there will be no change to the PPST Team structure at this stage. Staffing will remain under review until the demand and operational impact of the new model are fully realised.

Taser 10 has now been approved for use and planning work is underway in the force to determine management of the transition to the new device. It is anticipated Taser 10 will be adopted during 2026, but a date is yet to be scheduled. Once it is launched, upskilling all existing taser officers over a two-day course will be required (in comparison to the current one-day refresher). This will place additional demand on the PPST team and mean the force would be unlikely to facilitate any Initial Taser courses for up to a year following its launch.

The CoP reviewed the Kent Police Driver Training licence for 2025-2026 and confirmed the provisional licence remains in place, with several developments required to progress to full licence status. Direction was sought from CoP on how this would be achieved, and work has been ongoing to address feedback. The 2026-2027 licence submission was submitted in April 2026, in line with CoP timelines, and reflects the previous feedback. It is anticipated, following a compliance visit, this will meet CoP requirements and enable award of a full licence. Demand for driver training is expected to remain consistent over the coming year, with income generation anticipated to meet projected targets, and no significant increase in demand beyond the short term is anticipated.

The CoP 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, allowing time to prepare.

Demand for the detective pathway remains consistent, with detective accreditations continuing to uplift the number beyond the detective requirement. The introduction of the Specialist Sexual Assault Investigator Development Programme (SSAIDP) and DA matters has increased demand, but it is mapped. This work supports Operation Soteria and the transition toward Specialist RASSO teams (as defined by the Home Office). L&D are on track to meet the September 2029 CoP deadline to train and accredit all RASSO investigators within SSAIDP.

The Organised Immigration Crime Hydra exercise has been delivered to 201 Inspectors and Chief Inspectors up to the HMICFRS deadline of 30 April 2026, with some mop up sessions planned.

A PIP1 supervisors' course is being developed by CoP and Kent Police is participating in a trial for this. Once CoP publishes this course an assessment will be made of any impact to Crime training delivery.

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	82	-0.57%	12.17	71.84	-15.28%	9.48

Most areas of L&D business are stable. However, due to force financial challenges, key vacancies are being held (vacancy factor). This creates a minimal gap in meeting future demand. L&D 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, but internal capability always 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 in a variety of ways. Driver Training has a well-maintained fleet, which is fit for purpose. Staff Safety Training Unit has a dedicated building with flexible functionality and suitable equipment enabling the safe move to scenario-based training more quickly than some other forces. However, the introduction of the T10 taser product requires a longer range and a resolution is still being sought. Classroom space and technology is maximized and runs at a high-capacity rate.

The challenges of the PUP, grant maintenance conditions and resourcing requirements continue to be a priority for L&D, as well as on Division and in PDU as students move into their probation. Tutors and frontline units are also impacted. Further change programmes will be necessary.

Work to continuously improve the entry routes has tracked the CoP optimisation of PCER that is now complete. The key messages at the end of the optimisation are that all the routes are primarily 'on the job' programmes, should avoid excessive assessment and 'off the job' learning (abstraction). The optimised entry routes will be introduced from September 2026.

Attachment and associate trainer opportunities are offered in conjunction with the Diversity and Inclusion Academy and support groups 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

Foundation Training will see a demand reduction as the impact of the PUP/grant maintenance comes to an end. The effects of the former PUP will still be felt into the first quarter of the year when those officers start to be confirmed in post.

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 demand increase 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.

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. L&D leaders are engaged in this process to ensure 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 reasonable assurance about the ability to meet anticipated demand based on analysis and horizon scanning processes. L&D links with corporate governance at a senior level ensures training impact is understood when planning major change initiatives, enabling future demand modelling.

Should unforeseen demand arise, prioritisation will be necessary – but not a new challenge. The force underwrites the training calendar according to priorities but with inbuilt flexibility.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 11 – Forcewide Functions: Professional Standards Department

Step 1: Assessment of demand, including forecasts

Professional Standards Department (PSD) experienced a demand reduction in 2025, with conduct case volumes reducing and investigative timeliness improving across all teams. Capacity uplift has enabled more efficient case progression, reduction in outstanding hearings, and stronger counter-corruption capability.

Conduct case volumes continue to decline from peak levels in 2023/24. In 2025, the department managed 142 live conduct cases, reflecting the positive impact of increased resources and improved timeliness across investigation teams.

Public complaint volumes remain stable with 3,454 complaints recorded in 2025 (3,414 in 2024). Investigation quality and timeliness is monitored locally by senior leaders, with force-level oversight. In 2025, timeliness improved across all thresholds with faster case progression.

Intelligence received by the Counter Corruption Unit (CCU) increases year on year, with 2,121 cases in 2025, a 5% increase on 2024. Use of anonymous reporting (Speak Up and Crimestoppers) continue, generating over 180 cases.

There is effective internal and external scrutiny of the department, including oversight by the IOPC and the Office of the Police and Crime Commissioner. Disproportionality within Professional Standards decision-making is monitored and scrutinised by a panel including the Independent Advisory Group chair.

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	46.00	-4.39%	6.46	53.66	+0.52%	9.75

PSD establishment remains stable following a 2024 uplift. Work is ongoing to strengthen Hearing and Meeting capacity.

The department invests in initial training and continuous professional development (CPD), including specialist external training. All investigators are PIP2 accredited or on the detective pathway, and all Intelligence Officers are accredited or progressing toward accreditation. Internet Intelligence Investigation training has been provided to CCU staff, and all the unit's investigators have completed the College of Policing Counter Corruption Investigators Course.

Officer and staff welfare is a priority given the nature of the work. Sickness levels are monitored and appropriate supportive interventions deployed. Turnover remains low and vacancy interest strong.

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

The department is well placed to meet expected demand across conduct, complaints and intelligence functions, supported by improvements introduced in 2024/25 and further enhancements planned for 2026.

In Conduct, resilience has increased through strengthened investigative capacity, improved timeliness, and continued use of Accelerated Hearings. A dedicated misconduct panel chair was recently appointed, improving hearing progression.

In Complaints, the new operating model has improved workflow efficiency and case handling. Refined triage supports management of complex AI-generated submissions. A proposed dedicated decision maker will also enhance timeliness in Schedule 3 decisions, enabling sustained performance even if volumes increase.

Across all areas, a refreshed communications strategy will reinforce expected standards and further embed the Code of Ethics. Combined with strengthened processes, improved capability and targeted investment, this will ensure the ability to meet anticipated demand in the short and medium term.

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

Whilst complaint volumes remain stable, emerging trends (particularly the use of AI-generated submissions), present new complexities. Monitoring will be required to ensure capacity and capability remain aligned to organisational need.

Overall, PSD remains well placed to respond to future challenges.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 11 – Forcewide Functions: Vetting

Step 1: Assessment of demand, including forecasts

A new structure within Central Vetting Unit (CVU) following a business change process operated through 2025 and is now at established strength. Vetting functions continue to experience significant pressure and scrutiny, set against a high-profile national landscape and new Police Vetting Regulations and Authorised Professional Practice (APP).

Overall vetting workload shifted in 2025. Vetting applications decreased by 23% from previous highs associated with the Police Uplift Programme, while vetting reviews increased by 161% – a trend expected to continue in 2026. This increase is driven by revisions to the Vetting Code of Practice and APP, and by the additional tasks required to maintain clearances through 'focused' vetting reviews (targeted to evaluate a certain piece of information, for example moving house), as well as 'full' vetting reviews.

Candidates continue to present increasingly complex information, including broader social media footprints, extending average completion times.

A high proportion of declined candidates submit appeals, adding to demand.

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	-	-	-	25.00	+5.20%	14.47

The operating model provides increased efficiency, dedicated administration support and greater resilience.

A recent internal review found the model and processes are functioning well.

Staff have received additional training on the new regulations and guidance. Staff are well supported through formal recognition, continuous professional development (CPD) and hybrid working arrangements. Sickness is monitored.

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

The operating model introduced in 2025 has stabilised and is assessed to have capacity to meet anticipated regulatory demand.

The CVU works closely with Recruitment to forecast demand and manage intakes. Vetting end dates are forecast months in advance, enabling timely completion of mandatory reviews and maintaining compliance.

Anticipated increases in demand because of regulatory changes are expected to be manageable within existing resources.

As a result of the Angiolini Inquiry, Kent has established a jointly funded research project with the Eastern Region 7Forces focussing on 'Identifying Red Flag Behaviours for Police Officer Sexual and Other Misconduct.' This nationally significant study is being conducted by academics from Canterbury Christchurch University (CCCU) with a view to develop an applied "red flags" framework to support vetting, supervision and PSD activity.

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

Demand arising from increased review requirements is expected to persist through 2026.

With the model fully staffed and capability maturing, CVU anticipates meeting core demand. However, the cumulative impact of regulatory change and appeal volumes remains an important watch point requiring continued oversight and agile resourcing.

MoRiLE Assessment		
Risk Score	Current	Future
0	GREEN	GREEN

Section 11 – Forcewide Functions: Transport

Step 1: Assessment of demand, including forecasts

Transport Services is a collaborative fleet service operation between Kent Police and Essex Police, forming 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 and is a reliable predictor of fleet utilisation, workshop repair and maintenance pressure, and costs. The force fleet travelled 12,152,368 miles in 2025/26.

The telematics system manages use, allocation and road risk. It is constantly improving, supporting fleet allocation through local and seasonal operational priorities or structural changes. A monthly report is analysed to determine any poor driving standards, reasons for police vehicle incidents and to identify best practice. Fleet use is also monitored to ensure it is maximised where possible.

At the end of March 2026, police vehicle availability around the force averaged 91%. The 'pooling' of fleet by location has improved availability, ensuring the right vehicles are accessible in the right areas for operational capability.

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 challenges in terms of cost and administration in storing petrol. The issue has been added to the Force Risk Register and engagement has taken place with 7F Procurement, emergency service partners and the National Police Chiefs' Council (NPCC). At present, the Home Office is mandating the storage requirement over and above the Civil Contingencies requirements.

The force recognises the significant challenge in meeting the Government's ban on the sale of new diesel and petrol fuelled vehicles by 2035 as a force strategic risk. There are not currently any suitable electric vehicle (EV) alternatives that meet the high-performance need in the Roads Policing Unit (RPU) and armed response vehicles (ARV). These EV capability challenges are not unique to Kent and are being addressed nationally through National Association of Police Fleet Managers (NAPFM) and NPCC working groups.

Other than the high-performance fleet, most assets can be replaced by EVs, however these are more expensive to purchase, with whole-life purchase and running costs likely exceeding those of the combustion engine equivalent.

The force has implemented a strategic board led by a Chief Officer to oversee the Zero Emissions fleet strategy implementation. 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.

Given the fixed times scales, the force started investment in 2022 and has a five-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	-	-	-	77.55	-10.62%	6.96

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.

With an aging workforce, specialist post recruitment costs are increasing. An apprenticeship programme could be explored in the coming years, which 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.

Vehicles are purchased through the National or Crown Commercial Frameworks. Fewer manufacturers are engaging so the significant discounts previously experienced are reducing. The force also works alongside BlueLight Commercial (BLC) on behalf of the NPCC to procure vehicles and to obtain discounts on them to ensure continuity across forces across the country. The price of replacement vehicle parts has also substantially increased 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 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 all current staff attending and completing the training as of March 2026.

The force will continue to use telematics as a management tool. Data is provided to both fleet management and local operational managers on fleet use – 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. Together with the force's collaborative partner, this provides 'surge capacity' in support of unexpected peaks in demand. This operates to the benefit of all forces involved.

Over the next four years, Kent Police aims to reduce annual mileage by improving fleet use (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 underused vehicles has 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 force operates the fleet so the importance of recognising and managing operational demand is a key objective for the Zero Emission Board.

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

EV infrastructure and charging capability is key to ensuring EVs can be deployed around the force. The initial sites for charging will inform future infrastructure requirements – an area of uncertainty for the force.

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 meet projected future demand. However, Kent is navigating a period of uncertainty for policing fleets nationally.

Appendix – Control Strategy 2026

KENT CONTROL STRATEGY 2026

Kent Police

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

		2022	2023	2024	2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Call demand	999s	380,531	385,691	366,417	368,712	368,193	363,504	332,616	354,127
	101s	325,272	280,765	260,621	251,488	228,997	204,970	166,839	156,916
	Digital contact	211,704	253,570	250,023	264,097	282,715	300,822	294,023	337,037
Incident volumes	Total CADs	442,298	479,201	464,987	464,787	481,602	487,684	493,766	499,848
ASB	ASB	28,130	28,418	27,334	31,537	37,374	38,345	39,316	40,287[1]
Custody	Custody detentions	24,266	25,434	27,057	28,459	29,112	30,424	29,228	33,047
Volume crime	All crime	176,858	168,055	161,549	156,092	150,400	143,354	136,308	129,262
Online crime	Online crime	13,976	12,275	11,641	12,677	11,545	11,020	10,496	9,971
Domestic abuse	Total DA crime	35,830	31,120	28,296	27,458	29,581	26,827	24,073	21,319
Honour based	Total crime HBV	74	60	38	46	Predicted data unavailable			
	Total non-crime HBV	25	11	20	20				
Mental health	S.136 detentions	881	738	702	778	741	704	667	629
	Mental health incidents	16,852	19,416	17,013	14,543	12,877	11,908	10,940	9,971
Child protection	Child protection - total	21,854	23,108	23,537	25,213	26,211	27,313	28,416	29,518
Adult protection	Adult protection - total	10,955	11,225	10,883	11,306	11,186	11,360	11,534	11,708
Hate crime	Total hate incidents	6,164	5,791	4,611	4,709	5,537	4,988	4,438	3,889
Rape and serious sexual assault offences	Rape offences	2,318	2,220	1,946	1,887	1,684	1,525	1,365	1,206
	Serious sexual offences	2,981	2,879	2,836	2,857	2,766	2,705	2,644	2,583
	Rape and serious sexual offences total	5,299	5,099	4,782	4,744	4,473	4,306	4,140	3,973
Stalking and harassment	Stalking	4,384	4,060	4,119	4,076	4,329	4,240	4,151	4,061
	Stalking online	1,065	928	1,206	1,544	1,815	1,984	2,153	2,321
	Harassment	20,697	17,192	15,861	15,411	12,923	11,078	9,233	7,388

[1] Recent increases in ASB statistics are predominantly attributable to a new recording process, rather than a genuine rise in incidents.