

Cut Crime, Support Victims, Build Trust



Kent Police and Crime Plan 2025-2029

Revised February 2026



Appendix A

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Foreword

I am honoured to have been re-elected for a third term as your Police and Crime Commissioner. At the election, I pledged to **cut crime, support victims, and build trust** in the police.

The next four years will be challenging for policing, both at national and local levels. Crime is becoming ever more complex; the criminal justice system is under enormous pressure; and there will be significant funding challenges.

This plan sets out my priorities for meeting these challenges, and keeping Kent safe for the next four years. I will work closely with the Chief Constable to deliver these priorities, which centre around four key areas:

Protecting People

Protecting Places

Protecting Property

Productive Partnerships

The plan is underpinned by my continued commitment to working with regional and national policing partners, delivering a sustainable budget, and open and transparent governance.



Matthew Scott – Police and Crime Commissioner for Kent



Building my plan

To help shape this plan and its priorities, I have consulted widely with individuals, families, partners, and community representatives. My annual survey shows the issues that concern people most are: rape or sexual assault; knife crime; child sexual exploitation; violence and assault; drugs; domestic abuse and violence; anti-social behaviour; and burglary.

Other findings from my most recent survey in 2025 include:

- **Feeling safe where they live:** average score of 7.3 out of 10, compared to 7.0 in 2024 and 6.3 in 2023;
- **Feeling safe in their nearest town centre:** average score of 5.9 out of 10, compared to 5.8 in 2024;
- **Trust in Kent Police:** average score of 6.5 out of 10, compared to 6.4 in 2024 and 6.0 in 2023; and
- **Performance of Kent Police:** average score of 6.1 out of 10, compared to 5.8 in 2024.

I have also listened to concerns and feedback from groups with common interests such as retailers and other businesses, farmers and rural communities, schools, parents and children.

They highlighted the importance of 'getting the basics right' – providing a responsive and visible police presence to prevent crime and provide

reassurance to communities; a prompt response when people call; and enforcement by officers who are effective at investigating crime.

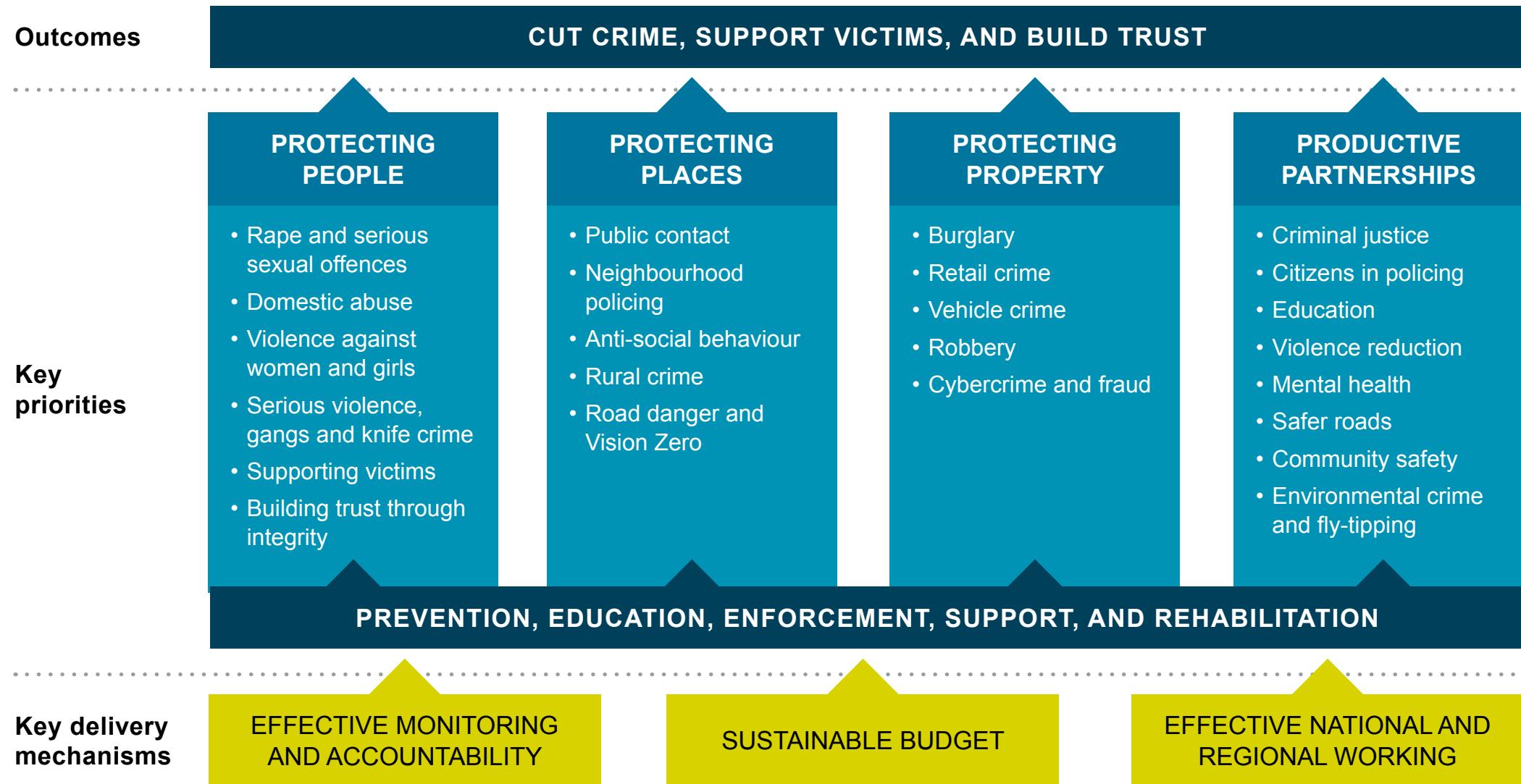
Prevention must be at the heart of Kent Police's approach – solving problems within communities and stopping people becoming victims. It requires effective partnerships to succeed – which is why it is one of the four key areas in my plan – and good communication. I have also made prevention the cornerstone of my work with parents and schoolchildren about sensible smartphone usage. Stopping children becoming victims of bullying or more serious crimes is vital in our increasingly digital world.

My challenge, and the challenge for Kent Police, is to get the balance right in addressing the issues that many people are aware of, while also tackling the problems that most people don't experience but which can cause significant harm to a much smaller number of vulnerable people who need to be protected and supported.

Kent is a safe place to live, visit, and work. My plan will keep it that way.



Cut Crime, Support Victims, Build Trust – My plan on a page



How we will monitor delivery

The plan is a public facing, strategic document, and will be underpinned by a more detailed Delivery Plan. This will form the basis of a renewed Performance and Delivery framework (using a balanced and consistent suite of performance measures, trend and trajectory data) that will support the PCC in holding the Chief Constable to account, and will start in April 2025. Ongoing force performance management will be carried out in line with the priorities in this plan. External accountability for performance will be provided through the Performance and Delivery Board, Joint Audit Committee, Police and Crime Panel meetings, and the PCC's Annual Report.

External accountability

Police and Crime Panel

Performance and Delivery Board

Joint Audit Committee

Internal delivery

Other force and PCC meetings

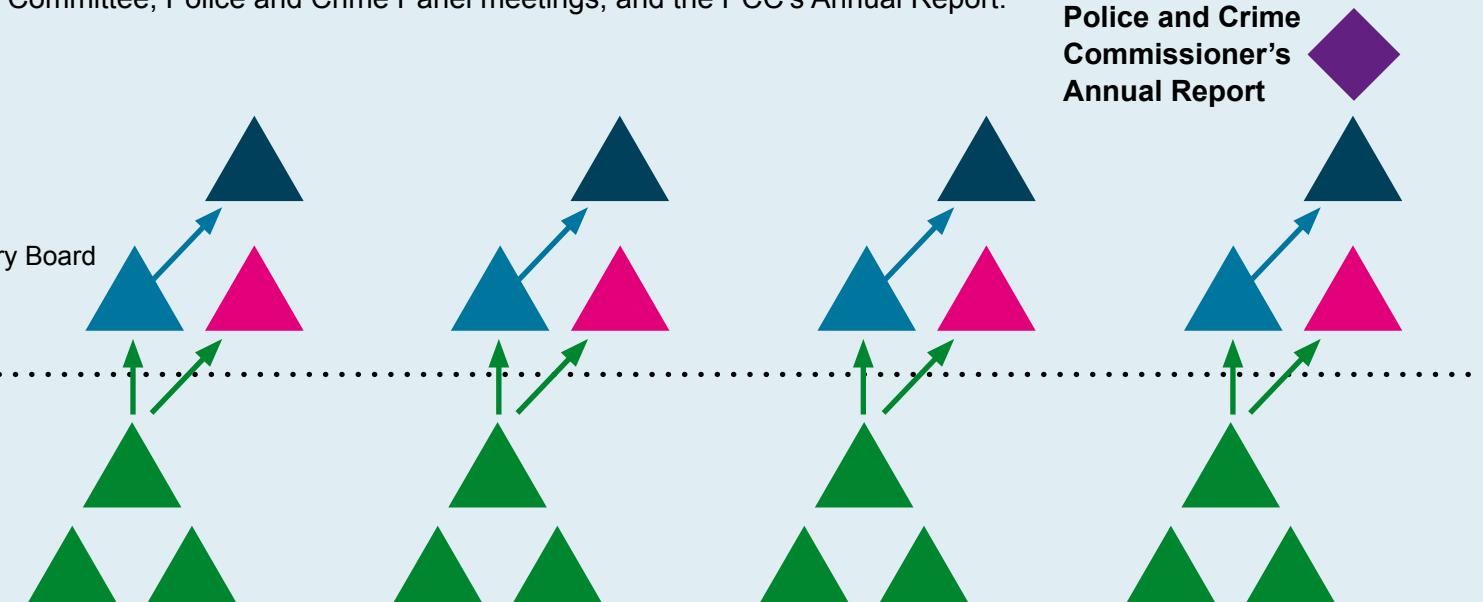
Ongoing performance

Performance measures



TARGETED ONGOING PERFORMANCE MONITORING

Police and Crime
Commissioner's
Annual Report



Suite of measures around performance, crime types, location

Eg focus on offenders, solved rates, response times, perception

Consistency of measurement

Stable measures, using agreed trend data, trajectory modelling, performance of similar forces

Thematic reviews

Whole system approach to particular issues
Eg prevention, criminal justice, victim satisfaction, public confidence

National performance measures and assessment (tbd)

Eg knife crime, VAWG, Neighbourhood policing, HMICFRS reports

Protecting People

Being a victim of crime can affect people in different ways. Not only can it cause lifelong physical and emotional trauma, but it can also leave a person vulnerable to further harm.

That is why we will identify criminal activity wherever and whenever it occurs, pursue and bring offenders to justice, take action to safeguard victims of all ages, and ensure they receive support to help them cope and build resilience for the future.

Visible patrols in hotspot areas, the proactive identification of offenders, and strong police enforcement will make Kent a hostile environment for gangs and those who carry knives or other weapons. The ongoing monitoring of individuals through Integrated Offender Management, as well as behavioural change programmes aimed at reducing re-offending will also be key to making our county safer.

Victims must feel confident they will receive a timely response from the police, they will be listened to and taken seriously, that they will be protected from further harm, and where necessary, the police will arrest and charge the offender.

As PCC, I also recognise the importance of my statutory responsibility to provide trauma informed support services for victims, regardless of whether a crime has been reported to the police. This includes services for those who have experienced domestic abuse, sexual abuse and child sexual abuse.

It is also vital to build public trust and confidence in policing, and I will hold the Chief Constable to account for the highest standards across Kent Police.



The force is conducting visible patrols in hotspot areas.



In 2024/25, over 89,000 victims were referred to services that I commission.

Protecting People

Priority	How this will be achieved
Rape and serious sexual offences	<ul style="list-style-type: none">Working with the Chief Constable, I will ensure Kent Police uses research from Operation Soteria to provide a better response to victims.Kent Police will be relentless in its pursuit of offenders and tackle the exploitation of children.Kent Police will investigate with compassion and professionalism to achieve very high levels of satisfaction and improve criminal justice outcomes for victims.I will deliver an Independent Sexual Violence Adviser (ISVA) Service which supports children, young people and adults.
Domestic abuse	<ul style="list-style-type: none">Through investment in technology, Kent Police will ensure all victims receive a timely and effective response.Victims will be safeguarded through the use of police powers and civil orders/notices.Kent Police will target offenders robustly and use all available powers to hold offenders to account.I will work with partners to continue to provide domestic and stalking perpetrator interventions beyond March 2026.I will provide a Stalking Advocacy Service.
Violence against women and girls (VAWG)	<ul style="list-style-type: none">Kent Police will prevent sexually motivated crimes against women in public spaces and use all available powers to bring offenders to justice.Through engagement with women and girls, I will address issues that require effective partnership working.I will invest in victim services that support women and girls.I will help to raise awareness and deal with the harm caused by stalking and harassment.Working with the Chief Constable and partners, I will explore options to continue to build awareness about healthy relationships to young people.Kent Police will tackle modern day slavery and human trafficking.

Protecting People

Priority	How this will be achieved
Serious violence, gangs and knife crime	<ul style="list-style-type: none">• Kent Police will ensure an active and visible presence in hotspot areas.• Kent Police will robustly tackle serious violence and knife crime, making Kent a hostile environment for gangs and those who carry weapons.• Kent Police will bring together proactive teams to target organised crime, county lines and other serious offenders.• I will bring partner agencies together to prevent and reduce serious violence, and to fulfil the obligations under the Serious Violence Duty.• Working with the Chief Constable, I will deliver a Gangs and County Lines Service which provides preventative interventions and supports those involved in gangs to safely exit.• I will work with partners to continue to deliver awareness to young people on the risks of serious violence and gangs.
Supporting victims	<ul style="list-style-type: none">• I will provide a Victims Advocacy and Support Service for all victims of crime in Kent and Medway regardless of whether a crime has been reported to the police or when the crime took place.• I will provide a Restorative Justice Service to bring those harmed by crime together with their harmer where agreed, to help both parties move forward.• I will develop services to support male victims of offences in the VAWG category.• I will commission specialist domestic abuse and sexual violence support services.• Working with partners, I will provide a dedicated offer for children and young people impacted by crime.• Working with partners, I will explore collaborative commissioning opportunities with public sector organisations.

Protecting People

Priority	How this will be achieved
Building trust through integrity	<ul style="list-style-type: none">• Kent Police will ensure that complainants are contacted promptly.• Kent Police must have an effective process for learning from complaints to improve the service delivered.• I will ensure that my Office responds to complainants' requests for review in a timely fashion and that any learning is shared with Kent Police.• I will continue to provide an Independent Custody Visitors service, with volunteers who visit Kent Police's custody suites, and that their findings are used to maintain standards and improve where necessary.• I will continue to support the work of the county's Domestic Abuse Related Death Reviews.• I will continue to seek the confiscation of ex-officers' pensions, where they have committed criminal offences in connection with their service.• I remain committed to the Nolan Principles, and my Oath of Office.

Protecting Places

Crime and ASB are issues that communities care deeply about and this is reflected through my engagement and consultation.

Whilst it is only a small minority who make the lives of others a misery, cause a nuisance and blight communities, perception can create fear that has a real impact on people's lives. Rural, urban and coastal communities want the police to listen to their concerns, understand the impact, and take action so they not only feel safer, but are safer.

Neighbourhood policing will continue to form the bedrock of policing in the county, keeping town centres and villages safe. Every community will have a named Beat Officer responsible for addressing local concerns and providing a reassuring presence. Dedicated teams within every district will also ensure there is effective community engagement, long-term problem solving to prevent issues escalating, and targeted activity when necessary.

Whilst targeted prevention activity and visible patrols are important, enforcement is also crucial, and not solely the remit of the police. Local councils and partners can and must play a significant role in tackling ASB, such as fly tipping, that has a detrimental impact on both the environment and quality of life.

There is also a need to protect communities from those who use our roads in a dangerous or negligent manner.



Every community will have a named Beat Officer.



Thanks to increased investment and strong leadership, Kent Police now has one of the most improved force control rooms in the country, answering 999 and 101 calls more quickly than almost any other force.

Protecting Places

Priority	How this will be achieved
Public contact	<ul style="list-style-type: none">Working with the Chief Constable, I will prioritise public contact.Kent Police will ensure calls are answered promptly and front counters serve their communities effectively.I will invest in technology to facilitate effective two-way communication with Kent Police.Working with the Chief Constable, I will improve communication with the public, including the timely provision of information to victims.
Neighbourhood policing	<ul style="list-style-type: none">Kent Police will ensure every community has a named Beat Officer who is accessible to the public they serve; and it responds promptly to queries from communities and businesses.Kent Police will engage with partners and use all available powers to keep town centres and villages safe.Kent Police will continue to target offenders robustly.
Anti-social behaviour (ASB)	<ul style="list-style-type: none">Kent Police will ensure an active and visible presence in hotspot areas.Kent Police will ensure it has a dedicated lead officer for ASB; and an ASB action plan that addresses local concerns, such as nuisance vehicles, and the illegal use of e-scooters.I will work with stakeholders to ensure that the right agencies are using their full powers to tackle ASB.I will continue to raise awareness of the ASB Case Review to residents.I will provide a mediation service for those impacted by repeat and persistent neighbour disputes.
Rural crime	<ul style="list-style-type: none">I will work with Kent Police, councils and partners to tackle fly tipping.Kent Police will undertake targeted prevention work to reduce theft and other criminal activity.Kent Police will work to improve the application and renewals processing time for firearms licensing.I will strengthen partnership working through a Rural Crime Board.
Road danger and Vision Zero	<ul style="list-style-type: none">Kent Police will reduce road danger and support Vision Zero.I will work with councils and other agencies to deliver the Vision Zero strategy.

Protecting Property

For victims of property crime, such as burglary, there is not just the economic cost of losing possessions, it can also impact on how safe and secure they feel in their own home.

That is why crime prevention activity, such as seasonal campaigns are so important, investigative opportunities must be maximised, and offenders brought to justice through targeted enforcement. Victims must also be able to access support to help them cope, build resilience and move forwards.

Contrary to some people's view, retail crime is not victimless – it can have a profound impact on staff, customers and the economy. As an under-reported crime we need to gain a better understanding of the 'true' scale of the problem. It is also important that the police support retailers and businesses by delivering the Retail Crime Action plan and targeting offenders robustly.

Digital technology has enhanced our lives in many positive ways, but organised criminals are exploiting it. Traditional policing is not adequate to tackle such threats, so specialist capacity and capability must be maintained, both locally and nationally. Through schools and other establishments we will also ensure young people have the necessary information to understand the online world and the risks associated with it.



Protecting Property

Priority	How this will be achieved
Burglary	<ul style="list-style-type: none">• Kent Police will combat burglary of people's homes, helping people feel safer.• Kent Police will continue to target offenders robustly.• Kent Police will attend every house burglary in a timely manner.• I will ensure access to trauma informed support provision.• I will hold the force to account for delivering the NPCC house burglary pledge.
Retail crime	<ul style="list-style-type: none">• Kent Police will deliver the Retail Crime Action plan.• Kent Police will target offenders robustly.• I will commission support for retail workers who experience abusive or violent behaviour.• I will strengthen partnership working across public and private sectors through a Retail Crime Board.
Vehicle crime	<ul style="list-style-type: none">• I will work with representative groups, the trade and owners to reduce the theft of vehicles, including motorcycles.• Kent Police will investigate all offences that have reasonable lines of inquiry.
Robbery	<ul style="list-style-type: none">• Kent Police will target offenders robustly.• Kent Police will ensure an active and visible presence in hotspot areas.
Cybercrime and fraud	<ul style="list-style-type: none">• Working with the Chief Constable, we will continue to maintain a specialist capability to tackle cybercrime.• I will work with schools to educate young people and parents on the risks associated with online activity.• I will ensure victims of fraud can access support to help them cope and build resilience.

Productive Partnerships

Policing is not a self-contained service. Success in making Kent safer will be dependent on joined-up thinking and action across multiple agencies.

PCCs are uniquely well placed to bring partners together and ensure each agency plays to its strengths in preventing crime and ASB, protecting people from harm, supporting those affected, and delivering justice.

I will continue to work with partners in the Criminal Justice System to deliver more rapid justice, and reduce reoffending. I will commission services and target support towards supporting victims, and breaking the cycle of continued offending through targeted interventions.

I will be a strong advocate for cross-organisational data-sharing to identify vulnerability and intervene quickly to support victims and target offenders.

I will work with regional partners to disrupt and dismantle serious organised crime gangs and prevent potential terrorist activity.

I will work with a wide range of partners and stakeholders (such as businesses for Retail Crime, and parents and schoolchildren to encourage online safety).



Productive Partnerships

Priority	How this will be achieved
Criminal justice	<ul style="list-style-type: none">• Through the work of the Kent Criminal Justice Board, I will focus efforts on:<ul style="list-style-type: none">- reducing the court backlog;- improving victims' experiences of the CJ system.• I will co-commission services that reduce re-offending.• I will ensure victims have access to appropriate support throughout their CJ journey.• I will ensure criminal justice organisations deliver their Victims Code requirements through effective reporting.• I will deliver an Appropriate Adult Service for vulnerable adults in Custody.
Citizens in policing	<ul style="list-style-type: none">• I will work with the Chief Constable to maximise opportunities for volunteers to contribute to policing and community safety in the county.• Kent Police will continue to invest in Special Constables who provide a valuable service to local communities.
Education	<ul style="list-style-type: none">• I will support Kent Police's school engagement programme.• I will help to ensure there are comprehensive school programmes to help educate the next generation on keeping safe.
Violence reduction	<ul style="list-style-type: none">• Working with partners, I will develop a public health, preventative approach to serious violence across the county.• I will commission services to support prevention and intervention activity.
Mental health	<ul style="list-style-type: none">• I will build on the existing relationship between NHS partners and Kent Police to embed Right Care Right Person so the most vulnerable receive the help they need.
Safer roads	<ul style="list-style-type: none">• I will work with key stakeholders to identify opportunities for coordination and collaboration in support of Vision Zero.• I will encourage volunteering, including Community Speedwatch.
Community safety	<ul style="list-style-type: none">• I will bring partners together to implement strategies that tackle crime, disorder and antisocial behaviour.• I will engage with local residents, voluntary and faith organisations, and charities to understand and address the needs of communities within Kent.
Environmental crime and fly-tipping	<ul style="list-style-type: none">• I will work with Kent Police, councils and partners to disrupt and deter criminal activity that has a detrimental impact on both the environment and quality of life.

Effective monitoring and accountability



- Each of the three parties in the chart contributes to building the public's trust and confidence through effective monitoring and accountability.
- The Chief Constable will be held to account for delivering the priorities for policing set out in this plan and the Strategic Policing Requirement.
- The OPCC will review progress in the previous year, set out current and emerging issues and challenges, and how Kent Police intends to address them.
- Evidence on progress will be gathered from a number of sources including the force's own performance data, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports, government reports and datasets, audit findings, data from partners and public surveys.
- I will publish performance data and hold Performance Meetings where I will hold the Chief Constable to account for delivery and which will be available online. Governance statements, policies and procedures, decision records and details of expenditure and contracts are all accessible at www.kent-pcc.gov.uk
- Progress against this plan will be regularly reported to the Police and Crime Panel and an Annual Report will be published.

A sustainable budget

The total Police & Crime budget I hold is £568.5m for 2026/27. This budget is not just for policing – I have broader statutory responsibilities to prevent crime and support victims with services delivered independently of the police.

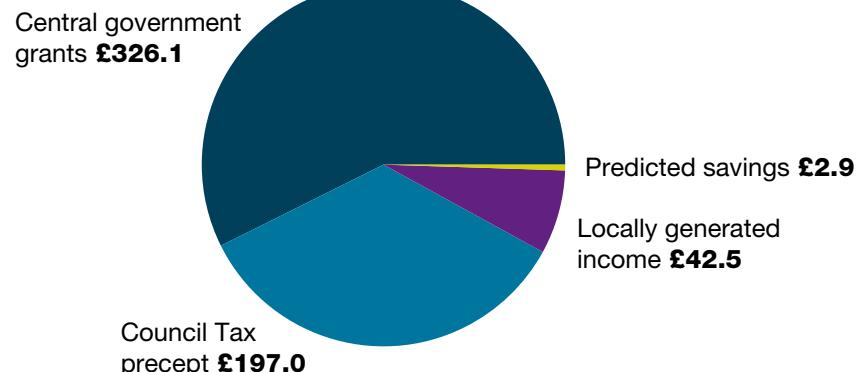
My overall budget is funded from government grants and the council tax alongside other income. 99% of the funding is given to the Chief Constable to deliver policing across Kent. The remainder is held by me to deliver my responsibilities and to commission services for victims. This includes my core victim support service as well as specialist services for victims of crime; prevention work; supporting community safety initiatives and joint working with partners to support victims of domestic abuse and other crimes. In 2024/25, over 89,000 victims were referred these services.

The Medium-Term Financial Plan (MTFP) looks ahead in order to predict the overall funding position over the life of this plan. The MTFP is continually reviewed to take account of changes in the financial environment, the operational priorities of the Chief Constable and emerging challenges.

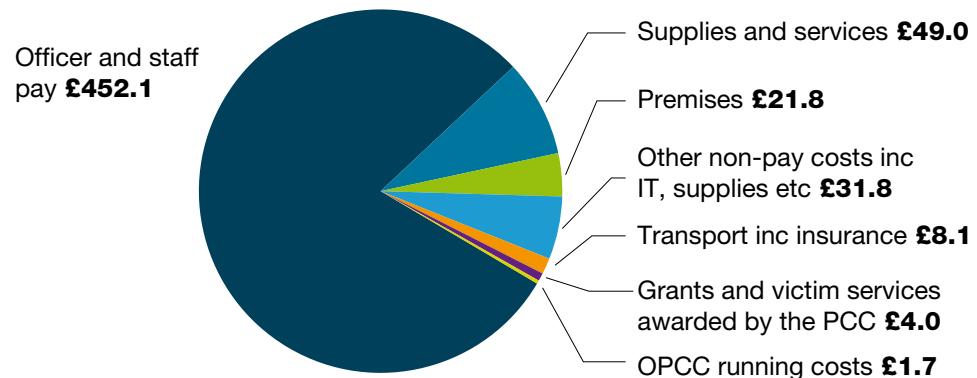
The future is challenging with £40m of savings needed to be made over the next few years.



Income £m 2026/27



How that money is spent £m



Effective national and regional working

Strategic Policing Requirement

Many threats Kent faces can be tackled locally, but some require a coordinated national approach.

Set out in the Strategic Policing Requirement (SPR), the biggest threats to public safety are:

- Violence Against Women and Girls
- Serious and Organised Crime
- Terrorism
- Cyber
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

The Chief Constable and PCC must have 'due regard' to the SPR and ensure Kent Police is in a state of readiness to respond when necessary. This may include sharing and pooling resources with other forces to tackle such threats.

BlueLight Commercial

Established in 2020, BlueLight Commercial is a not-for-profit organisation that works in collaboration with blue light organisations. This includes all PCCs.

It provides commercial support across procurement functions, including contract management in core areas such as aviation, fleet, equipment and uniform, and ICT.

In 2024/25, across its membership BlueLight Commercial delivered £58.1m of financial benefits.

Police Digital Service

The Police Digital Service (PDS) aims to create a more digitally enhanced service that exploits data and technology to strengthen operational effectiveness, drive value for money and better safeguard and protect the public.

Collaboration with other forces

Kent Police has a strong and effective collaboration with Essex Police, including shared functions. These include the Serious Crime Directorate, HR, IT and Estates.

It also works in collaboration with the seven forces in the eastern region in areas such as procurement and forensics, and with the Eastern Region Special Operations Unit (ERSOU) to tackle serious and organised crime.

Devolution

In November 2025, the Government announced that PCCs will be abolished at the end of their current term in 2028. Police governance functions will be transferred either to Mayors of Strategic Authorities or, where that is not possible, to elected council leaders through new Police and Crime Boards.

We will work with local and national partners to ensure effective police governance is maintained under any new model.

Contacting your Police and Crime Commissioner

As your Police and Crime Commissioner, I'm happy to help or answer your questions.

Please get in touch with me:



Email
contactyourpcc@kent.police.uk



Write
Office of the Police and Crime Commissioner, Kent Police HQ, Sutton Road, Maidstone, Kent ME15 9BZ



Call
01622 677055



Website
www.kent-pcc.gov.uk



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