

# Kent Police Race Action Plan 2026-2028

Delivery plan



# Workstream 1 – Culture and Workforce

A police service that is fair, inclusive and representative of Black people and supports its Black officers, staff, volunteers and communities. We will strengthen internal culture, ensuring that Kent Police is a place where Black officers and staff are recruited, retained, and supported to thrive.

We will be a fair and representative organisation for Black People

We will successfully progress Black colleagues' careers

We will have a positive and inclusive workplace culture for Black people

# Where are we now?

- Workstream 1's work towards creating a representative and inclusive workforce has progressed (see table below) through effective recruitment campaigns, outreach plans, podcasts and work with stakeholders such as local universities. However, it is recognised there is more to do.

Self defined ethnicity	31 March 2020		31 December 2025	
	Number (officers/staff)	% total workforce (officers/staff)	Number (officers/staff)	% total workforce (officers/staff)
Ethnic minority	123/94	3.31%/3.27%	157/93	3.84%/3.93%
Black	16 (total)	0.24%	34 (total)	0.53%
Mixed/Multiple Ethnic Groups	59/33	1.59%/1.15%	76/26	1.86%/1.10%

- In December 2025, only 0.29% of police officers in Kent identify as Black, compared with 3.06% of Kent's population according to national census data. We recognise this under-representation contributes to trust challenges and affects legitimacy.
- We have good understanding of the make-up of our organisation through effective data and governance.
- There is fair access to development programmes and a diverse cohort of mentors to support career development and personal growth. Engagement sessions have identified areas for progress from which we will continue to focus on in our delivery plan.
- Our Achieve Programme is a 12-month leadership and development initiative designed to help officers and staff up to sergeant level build confidence, strengthen leadership skills, and progress within the organisation.
- A cohort of 53 Retention Ambassadors provide support for those thinking of leaving the force.
- The Race Equality Network (REN) has been revitalised and has strong engagement with the organisation's leadership, including a Chief Officer lead. New recruits are introduced to REN during training.
- Race Action Plan training is being delivered through trained facilitators and listening sessions provide officers and staff with opportunities to share experiences and influence organisational culture. By the end of October 2025, 86% of our staff had been trained.
- External scrutiny is provided by Independent Advisory Groups (IAG) and Disproportionality Scrutiny Panel to assess and address disproportionality in matters such as vetting, complaints, and disciplinary actions.
- Ethnicity pay gap reporting has been completed and reinforces accountability.
- Our Safe to Say campaign encourages officers and staff to confidentially share their protected characteristics. Our campaign reassures individuals that this information is confidential, secure and appropriately utilised. The reporting of ethnicity has increased in recent years.
- The focus to increase our representation and improve our colleagues' sense of belonging will continue, and we will enhance our work with communities and experts to help advise and challenge as we progress.

Standard	What are we going to do?	How we will measure our progress
<p>We will be a fair and representative organisation for Black people</p>	<p><b>Recruitment &amp; Employment</b>                      We will ensure our recruitment and selection processes are inclusive and aimed at building a representative workforce. We will do this by:</p> <ul style="list-style-type: none"> <li>• Ensuring the views of young people of Black and Black heritage inform our recruitment and retention strategies.</li> <li>• Providing a force-wide calendar of community outreach events to ensure recruitment efforts reach under-represented groups.</li> <li>• Tracking the number and proportions of Black applicants to and understand any areas of disproportionality and barriers to joining the force to inform our activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Using our Strategic Recruitment Oversight Board and PRAP Community Reference Group to assess the content of the calendar.</li> <li>• Reviewing relevant data on a monthly basis via the Strategic Recruitment Oversight Board.</li> </ul>
	<p><b>Complaints, misconduct, Grievance</b>                      We will ensure clear and fair procedures are in place for monitoring and addressing complaint, misconduct and grievance procedures by:</p> <ul style="list-style-type: none"> <li>• Providing data on workforce demographics, misconduct and grievance cases, recruitment, retention and promotion rates in relation to Black officers and staff to inform activity and instigate action.</li> <li>• Using our Professional Standards Department Disproportionality Panel to review all misconduct trends affecting Black officers and staff.</li> <li>• Feeding back learning from grievances and conduct matters will be into training and policy development.</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting on this data and actions to address disproportionality through the quarterly Diversity and Inclusion Board and the Disproportionality Panel process.</li> <li>• Reviewing disproportionality rates and impact from learning interventions to assess success through the Grievance Panel process.</li> </ul>
<p>We will successfully progress Black colleagues' careers</p>	<p><b>Career progression</b>                      We will ensure fair access to development and seek to retain Black officers, police staff employees and volunteers by:</p> <ul style="list-style-type: none"> <li>• Hosting Listening in Action sessions in partnership with the Race Equality Network (REN) to identify barriers to progression and retention.</li> <li>• Proactively offering mentoring to Black officers and staff and ensuring clear access to our structured progression programmes and our Achieve programme.</li> <li>• Conducting exit interviews and producing biannual exit reports to identify trends, disproportionality and taking necessary action to improve retention.</li> </ul>	<ul style="list-style-type: none"> <li>• Through seeking feedback from the REN and Staff Associations on the quality of highlighted interventions in relation to retention and progression.</li> <li>• By monitoring the diversity of the mentoring cohort and application and participation rates for our structured programmes.</li> <li>• Measurement of retention rates and exit reasons for black officers and staff when compared to other groups.</li> </ul>

<p>We will have a positive and inclusive workplace culture for Black people We will have a positive and inclusive workplace culture for Black people</p>	<p><b>Culture</b> We will ensure there are clear behavioural standards and a safe environment and strong supportive culture within Kent Police by:</p> <ul style="list-style-type: none"> <li>• Promoting an upstander culture across the organisation.</li> <li>• Developing a dedicated support framework for officers and staff who experience hate crime, co-designed with those affected.</li> <li>• Reviewing assaults and hate crimes related to Black officers and staff and taking positive action in response to the information.</li> </ul>	<ul style="list-style-type: none"> <li>• By measuring compliance rates of individuals completing related mandatory training programmes.</li> <li>• Through the monitoring of grievances and reports relating related cultural issues through Disproportionality Panels and Grievance Review panels.</li> <li>• Through the Op Hampshire Board reviewing officer/staff assault and hate crime data and seeking feedback through the REN as to officer viewpoint on actions taken.</li> </ul>
	<p><b>Learning and Belonging</b> We will ensure that relevant and sufficient training is provided along with support for colleagues by:</p> <ul style="list-style-type: none"> <li>• Providing and evaluating mandatory training on Black history, cultural awareness, and the relationship between policing and the Black community.</li> <li>• Offering every new member of our workforce membership of the REN and enabling the Chair to meet regularly with the Chief Officer Team to ensure strategic influence.</li> <li>• Developing and promoting our Safe to Say campaign to enable Black officers and staff to opt into receiving information and support from the REN and the Internal Inclusion team.</li> </ul>	<ul style="list-style-type: none"> <li>• By measuring compliance rates for mandatory training packages through regular monthly L&amp;D reporting product.</li> <li>• Introducing regular review process for recruitment material via the monthly Recruitment Marketing meeting process.</li> <li>• Seeking feedback through the REN chair via the 6 monthly strategic meeting with the Staff Support Associations.</li> <li>• Measuring opt in rates and completion rates for self-defined ethnicity and reporting through the quarterly report to Diversity and Inclusion Board.</li> </ul>

# Workstream 2 – Powers and Procedures

A police service that is fair, respectful, and equitable in its actions towards Black people. Kent Police will use fair powers, ensure proportionality, and embed trauma-informed practice.

Ensure our approach to investigation does not disproportionately criminalise Black people

Use police powers appropriately and proportionately

Understand what our application of police powers feels like for Black people

# Where are we now?

- We have effective governance of police powers to deliver better outcomes for Black communities but recognise we can do more.
- We have imbedded both adultification and understanding of trauma into force policies. PRAP training has taken place across the force in all departments detailing Black history, police interactions and trauma that maybe felt by individuals subject of police intervention and the communities affected. This also aligns to procedural justice and the traumatic effect of policing powers on the Black community.
- During Personal and Public Safety Training and through Learning and Development we ensure that scenario-based training encompasses safeguarding and questioning of why a child may have been placed in a position attracting police attention. We have introduced de-escalation techniques for those who may be suffering from mental ill health or have a neurodivergent condition.
- We have amended force policy to reflect the authority levels of a search exposing intimate parts to no lower than an Inspector rank.
- We understand the proportions of searches that are untaken either through intelligence, incident or are proactive, operation-led searches. Furthermore, we understand the proportion of searches which are carried out in higher crime 'grip' zones.
- We carefully monitor compliance with the use of body worn video, identify patterns where self-defined ethnicity is not recorded or asked and challenge those officers through feedback and 1-2-1s to improve compliance in both use of force and stop and search.
- We understand powers used in stop and search and the types of force used on individuals, ensuring proportionality and identifying any disproportionality.
- We carefully monitor the application of compliant handcuffing.
- We have regular external scrutiny of procedural justice and outcomes of stop and search and use of force.

Standard	What are we going to do?	How we will measure our progress
<p>Ensure our approach to investigation does not disproportionately criminalise Black people</p>	<p><b>Protect against criminalisation</b>                      We will deliver proportionate criminal justice interventions and outcomes. We will do this by:</p> <ul style="list-style-type: none"> <li>• A better understanding of any bias in the nomination process for Black individuals linked to gangs, testing and quality assuring the nomination process.</li> <li>• Through the governance of policing powers we will review child searches, including those where there has been exposure of intimate parts, challenging outcomes and the necessity of those searches. This will include where searches involve children from Black communities.</li> <li>• We will ensure better connectivity with criminal justice partners and undertake regular disproportionality reviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Track and understand gang nominations, from organised criminal gangs to street level gangs. We will test and quality assure the nomination process utilising a peer review process if required.</li> <li>• We will review outcomes of searches, the necessity of those searches, and peer review as appropriate, providing balanced feedback for those involved and those authorising searches.</li> <li>• Through partnerships we will develop appropriate safeguarding referrals, monitoring both 'first time entrants' into the CJ system and recidivist individuals.</li> </ul>
<p>Use police powers appropriately and proportionately</p>	<p><b>Police powers</b>                      We will ensure we use police powers and procedures appropriately and proportionately by:</p> <ul style="list-style-type: none"> <li>• Where a Section 60<sup>1</sup> search is authorised, ensure that a full debrief occurs understanding any object find rates, necessity of the power, its success in protecting the wider public and any bias towards the Black community.</li> <li>• We will have improved analytical products in understanding patterns of officer behaviour, overlaying non-compliance across themes of safeguarding, self-defined ethnicity and outcomes of searching and use of force.</li> <li>• We will explain or reform where disproportionality is identified through use of force or stop and search powers.</li> </ul>	<ul style="list-style-type: none"> <li>• Through Policing Powers governance tasking reviews when Section 60s have been authorised and where necessary undertaking a task and finish group.</li> <li>• We will use data to better inform 1-2-1s and PDR processes and ensure we have the confidence in challenging activity and behaviour.</li> <li>• We will publish force data quarterly explaining any disproportionality identified. We will challenge those where disproportionality is identified through a bias and evidence change and reform.</li> </ul>

<sup>1</sup> \*A Section 60 authorisation allows police officers to stop and search people and vehicles for weapons within a defined area and time period, where serious violence is anticipated and used as a preventative measure.

<p>Understand what our application of police powers feels like for Black people</p>	<p><b>Procedural Justice</b></p> <ul style="list-style-type: none"> <li>• Through external scrutiny panels, we will review body worn video of interactions with the Black community including children.</li> <li>• We will utilise the external scrutiny panels to inform us of contemporary experiences and Black history, ensuring lessons are learned.</li> <li>• We will have greater scrutiny of safeguarding and aftercare of police interaction with children from the Black community, following both use of force and stop and search.</li> </ul>	<ul style="list-style-type: none"> <li>• Through external scrutiny feedback we will have a better audit of outcomes and focus against thematic identified through policing powers governance, best practice and national guidance.</li> <li>• We will benchmark our current position and track safeguarding actions taken following the exercise of a policing power to ensure all interactions with Black children have an appropriate referral based on insights gained and the vulnerability identified.</li> </ul>
	<p><b>Leadership</b></p> <p>We will ensure police powers are exercised with appropriate levels of authorisation. We will do this by:</p> <ul style="list-style-type: none"> <li>• Compliance with searches where there are exposure of intimate parts and the authority remaining with a rank no lower than Inspector.</li> <li>• Authority levels for both Section 60 and 60aa searches are appropriate and a rank no lower than Superintendent is informed to ratify the authority, its necessity and the outcomes of the authority.</li> <li>• Through Professional Standards ensure that we monitor complaints and feedback from the Black community where police powers have been used, in both stop and search and use of force.</li> <li>• After any death or serious injury, involving the Black community, a full debrief aligned to any IOPC referral with documented lessons learned will take place.</li> </ul>	<ul style="list-style-type: none"> <li>• We will review all searches with exposure of intimate parts of Black children to ensure they have been appropriately authorised and are compliant with policy and guidance.</li> <li>• We will benchmark and review complaints involving stop and search and use of force involving the Black community, and commit to reducing complaints through dignity and respect.</li> <li>• We will be transparent with lessons learned, ensuring where we can explain we will and based on learning we will show and evidence reform.</li> </ul>

# Workstream 3 – Trust and Reconciliation

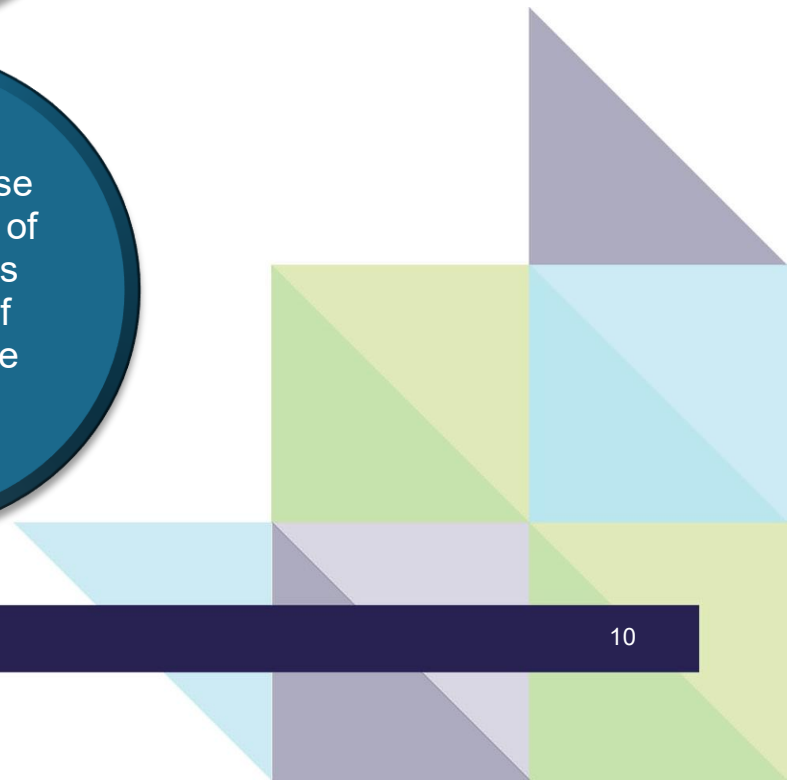
A police service shaped by and accountable to Black communities, with community engagement and independent scrutiny.

We aim to understand and repair community harm and trauma

We will be transparent and open to scrutiny from Black communities

We will listen and respond to Black communities

We will increase understanding of Black people's experience of policing on the street



# Where are we now?

The population of Kent and Medway is 1,896,300 and the Black population of Kent is 56,759 (Census 2021); however, this does not include students, transient communities or visitors to the area.

## Community Engagement:

- Attendance at local events by Neighbourhood Officers to build trust and share crime prevention advice.
- Hate crime awareness sessions delivered to NHS BAME Network (100+ members).
- Year-round Black History 365 approach, including events like My Identity, My Kent.
- REN conference October 2025 as part of Black History Month where attendees included, police, partners and IAG.
- PRAP Conferences: held across all three Kent Police divisions. Feedback and outcome used to shape next steps.
- Podcast featuring Dr Stuart Lawrence titled “Stuart, Colin and Shaun: the only way for meaningful change is to do things differently” Published on force social media platforms and steaming platforms– Social media reach: 20,226 and 802 streams.
- PRAP survey circulated to community.

## Innovative Projects:

- I-SEE-U initiative in North Division—stop and search engagement with Black communities, now recognised as innovative practice by College of Policing.
- Black consultant from NHS sharing lived experiences as victim of hate crime to deliver CPD/training and speak at conferences.
- Involvement and representation at the REN meetings/conferences.

## Neighbourhood Policing:

- Ward profiles include hotspots, community leaders, and mapping of diverse communities.
- Cultural competence training provided, with scope to enhance via community-led sessions on intergenerational trauma.
- My Community Voice – recording and tracking demographics/engagements then next steps will be to utilise MCV for targeted messages in terms of PRAP.
- SharePoint library of cultural resources including district specific community demographics for reference.

## Consultation:

- District and County IAGs engaged.
- Community Reference Group (CRG) established for constructive engagement, scrutiny and assessment of PRAP activity.

Standard	What are we going to do?	How we will measure our progress
<p>We aim to understand and repair community harm and trauma</p>	<p><b>Community Trauma</b>                      We will acknowledge and repair community with Black communities by:</p> <ul style="list-style-type: none"> <li>• I-SEE-U project rolled out across County.</li> <li>• District based community trauma themed CPD and feedback incorporating lived experience from local community and staff.</li> <li>• Attendance and contribution at Black community events, CCPT utilising youth/education settings to acknowledging the trauma and working with communities to break the barriers.</li> </ul>	<ul style="list-style-type: none"> <li>• Kent PRAP Community Reference Group testing at events and training.</li> <li>• Number of I-SEE-U sessions achieved and participant feedback gathered.</li> <li>• Number of CPD events held, hours of training delivered and number of attendees. Participant feedback on relevance and impact.</li> <li>• Number of events attended, community feedback collated and educational inputs provided.</li> <li>• Reduction in complaints related to cultural insensitivity.</li> </ul>
<p>We will be transparent and open to scrutiny from Black communities</p>	<p><b>Transparency and Scrutiny</b>                      We will demonstrate transparency and invite scrutiny from and with Black communities by:</p> <ul style="list-style-type: none"> <li>• Supporting the Community Reference Group (CRG).</li> <li>• Increased use of Independent Advisory Groups (IAGs).</li> <li>• Maintain and promote the Policing Powers Independent Review Panel.</li> <li>• Identify which communication channels Black community wish us to use.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide Kent PRAP Community Reference Group with PRAP updates and record &amp; act on feedback. Number of recommendations from Kent PRAP Community Reference Group implemented.</li> <li>• Number of IAG consultations for policy and operational decisions and number of IAG recommendations adopted.</li> <li>• Record response times to requests for feedback.</li> <li>• Assess the quality of stakeholder feedback.</li> <li>• Record likes and shares of PRAP related social media posts. Measure the increase in community interaction via those channels.</li> <li>• Provide measurable response of our actions taken due to feedback.</li> <li>• Measure new and returning members of IAG.</li> </ul>
<p>We will listen and respond to Black communities</p>	<p><b>You said, We did</b>                      We will demonstrate that we listen and respond to our Black communities by:</p> <ul style="list-style-type: none"> <li>• Explain our work on My Community Voice (MCV) on quarterly newsletter.</li> <li>• Undertake PRAP surveys and respond to results with action.</li> <li>• Hold divisional Black community feedback events explaining action taken under four PRAP Workstreams.</li> <li>• Include PRAP activity within any available newsletter/publication for Black community.</li> </ul>	<ul style="list-style-type: none"> <li>• Record responses from My Community Voice.</li> <li>• Record number of 'You said – we did' posts across platforms and measure 'share or like' clicks. Social media reach (impressions, engagement rate).</li> <li>• Record website traffic related to the events.</li> <li>• Record number of events and hours of engagement collating feedback at event.</li> <li>• Measure number of attendees v target audience.</li> <li>• Pre and post event short survey to measure perception, success and trust.</li> </ul>

	<p><b>Working together</b></p> <p>We will ensure we work together and apply community advice in operational context by:</p> <ul style="list-style-type: none"> <li>• Working in partnership with other agencies to understand community needs - The Black Summit – 2026.</li> <li>• Participation in Community/Partnership events.</li> <li>• Utilise the IAG for policy, practice and procedures relating to Black communities.</li> <li>• Utilise Black community members for cultural advice and oversight for operations, gold groups, planned protest and similar activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of agencies represented at the summit.</li> <li>• Number of actionable recommendations agreed upon.</li> <li>• Post-event feedback from attendees on inclusivity and relevance.</li> <li>• Number of events attended per quarter.</li> <li>• Diversity of events (faith groups, cultural organizations, youth forums).</li> <li>• Engagement quality (e.g., number of conversations logged, follow-up actions).</li> <li>• Number of IAG consultations before policy changes and percentage of recommendations implemented.</li> <li>• Number of operations or gold groups where cultural advisors were involved.</li> <li>• Feedback from advisors on whether their input influenced decisions.</li> <li>• Reduction in complaints or misunderstandings related to cultural sensitivity.</li> </ul>
<p>We will increase understanding of Black people's experience of policing on the street</p>	<p><b>Neighbourhood Policing</b></p> <p>We will undertake proactive engagement and increase our understanding of local Black communities by:</p> <ul style="list-style-type: none"> <li>• Community contacts database – increased representation of Black community contacts or groups – involving them in meetings and sharing lived experiences.</li> <li>• Increase representation of Black individuals or community groups on the IAG.</li> <li>• Attendance and contribution by NHP to events within the Black communities.</li> <li>• Invite community members to specific Kent Police organised events where speakers from Black communities share their lived experiences to improve policing services.</li> <li>• Mapping of Black individuals and communities using MCV and target the priority survey.</li> <li>• Identification and attendance at other public sector/business ethnic minority staff networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Measure increase in community contacts from Black community and record how they have been involved.</li> <li>• Measure demographic of community contacts compared to community profile of Black community.</li> <li>• Measure representation of new and returning members of IAG.</li> <li>• Record number of community events attended and feedback or sentiment of community.</li> <li>• Record number of Black community speakers at Kent Police events.</li> <li>• Record and increase number of external networks engaged with.</li> </ul>

# Workstream 4 – Safety and Victimisation

A police service that protects Black people from crime and seeks justice for Black victims.

We will increase our understanding of how we protect Black people from harm

We will review our responses when harm has occurred to reflect the needs of Black people

We will lead change

# Where are we now?

## Current Position

Workstream 4 is operating at a stage where governance and accountability are embedded across a variety of commands, and there is clear evidence of processes in place. There is room to develop the ability to capture and better understand the outcomes through more personal engagement in key areas. The approach reflects the need to focus on key areas, deliver a demonstrable change and understanding of cultural challenges. This needs to be completed in a way that aligns with the principles of procedural justice and building trust and confidence from the Black community.

## Metrics and Good Practice

Current metrics include monitoring compliance defined ethnicity within the Victim Needs Assessment (VNA) process, the proactive use of technology in place to support this and the recording of specific data within the justice system to identify any disproportionality at any stage. These quantitative measures are complemented by qualitative evaluations, impact and policy changes with strategic partners.

There is some excellent work that has already been completed within the higher education establishments, which may not have been collated/documentated at this time. This will ensure that any identified good practice is shared across the variety of platforms – this will include across the country at other establishments/universities.

Standard	What are we going to do?	How we will measure our progress
<p><b>We will increase our understanding of how we protect Black people from harm</b></p>	<p><b>Threat, Risk and Harm</b> We will ensure we prevent, protect and divert Black people from harm by:</p> <ul style="list-style-type: none"> <li>• Assessing Victim Needs Assessment (VNA) to better explore and understand victim need, monitoring compliance by ethnicity, monthly, to look for outliers and share good practice.</li> <li>• Working in partnership under the Children Concordat, reviewing ethnicity of children in custody, assessing dwell times, offences committed and wider support services.</li> <li>• Working with Strategic Prevention Command to understand our emerging Black communities in Kent, to help identify differing threats, risks, harm and needs.</li> <li>• Collaborating with Community Safety Units to develop a services directory, which will help investigators direct victims to appropriate support and assistance identified through the Victim Needs Assessment.</li> <li>• Scope training opportunities for Force Health Practitioners, for bespoke training centred on health care needs for Black people and for further signposting to wider services.</li> <li>• To better understand outcomes for Black victims from investigation and throughout the Criminal Justice System, to assess if there is disproportionality in access to justice and protection from further harm.</li> <li>• Review of Voluntary Attendance Interview data to ensure that policy is consistently applied and to understand if this is being used for Black suspects, where appropriate (rather than police detention).</li> <li>• To assess missing person data, to identify any learning in terms of response and outcomes.</li> </ul> <p><b>Prevention, Intervention and Diversion</b> We will ensure we effectively utilise prevention, intervention and diversion opportunities by:</p> <ul style="list-style-type: none"> <li>• Maintain Out of Court Resolution (OoCR) scrutiny panel for adults and children.</li> <li>• Youth Justice disproportionality deep dives with local authority partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• Quantitatively measure VNA compliance across the force at departmental level, working with our analytical department, identifying themes and areas for improvement and learning.</li> <li>• Scope how we can understand bespoke needs of Black victims and how we identify this including how we complete the research, reviewing the victim needs assessment, developing victim profiles and protective characteristics. This is being included in the impending Victim Voice Forum.</li> <li>• Developing data focussed on outcomes (by ethnicity, offence and outcomes) to better understand victim profiles and identify any disproportionality in harm to Black victims.</li> <li>• Seeking agreement from partners to regularly share data, by ethnicity, to understand outcomes for Black victims in the Criminal Justice System (such as charging decisions, plea rates, conviction rates and victim attrition).</li> <li>• Monthly review of VAI data.</li> <li>• Assess any data retrieved from Compact.</li> </ul> <p><b>Barriers:</b></p> <ul style="list-style-type: none"> <li>• Ability and willingness of CJS partners to retrieve data and share outside of own agency.</li> <li>• Data accuracy in relation to differences between officer defined and self-defined ethnicity categories.</li> </ul> <ul style="list-style-type: none"> <li>• At each board review OoCRs to ensure consistency across different organisations.</li> <li>• A quarterly review of relevant data to be produced, working with partners to identify incidents, learn or understand.</li> </ul>

	<ul style="list-style-type: none"> <li>• Legal notice to add to rights and entitlements pre interview to reduce no comment interviews and promote use of OoCR.</li> <li>• Weekly and monthly review of strip searches per suite, including focus on ethnicity, along with positive/negative results, to assess for disproportionality.</li> <li>• Training package created for defence and now being shared with Appropriate Adults to encourage OoCR as appropriate disposal option. The intention is to increase comment interviews for underrepresented groups, including children.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing reporting of strip search data (by adult/child, ethnicity and positive/negative result).</li> </ul> <p><b>Barriers:</b></p> <ul style="list-style-type: none"> <li>• Data accuracy in relation to differences between officer defined and self-defined ethnicity categories.</li> </ul>
<p><b>We will review our responses when harm has occurred to reflect the needs of Black people</b></p>	<p><b>Transparency and Scrutiny</b></p> <p>We will ensure that we deliver a response that reflects the needs of Black people and provide a high quality of service by:</p> <ul style="list-style-type: none"> <li>• Review of remand data and case file to assess for disproportionality and identify any use of language likely to lead to disproportionate decision making for police or CPS.</li> <li>• Include ethnicity within data recording of Victim Right to Reviews. To gain a clearer understanding of the rationale behind requesting investigative reviews, as well as any disproportionality observed between the initial outcomes and subsequent decisions following VRR review.</li> <li>• The Custody and Detention Scrutiny Panel will continue to identify any areas of disproportionality.</li> <li>• Continued attendance at CPS disproportionality board.</li> <li>• To include ethnicity within the Rape and DA/Stalking Scrutiny panels specific to Black victims, assessing if there is any disproportionality in decision making.</li> <li>• Review the Victim &amp; Satisfaction and Hate Crime Surveys to enhance feedback from Black communities.</li> <li>• Encouraging victim responses to the Making Time Count Today OoCR app survey, including review of responses from Black victims, with focus on confidence on outcomes and service.</li> <li>• Scope wider data samples, through other survey opportunities (in addition to current satisfaction surveys) to better understand views and needs of Black victims.</li> </ul>	<ul style="list-style-type: none"> <li>• The Kent PRAP Community Reference Group will be tasked to review this feedback and help frame policing response.</li> <li>• Monthly reporting on VRR requests and outcomes by ethnicity and to include any thematic learning.</li> <li>• Learning from scrutiny panels and victims’ surveys to be shared via the Victim Delivery Group to shape learning of the police response to victims and witnesses.</li> <li>• Working to improve data recording of protected characteristics for victims.</li> </ul> <p><b>Barriers:</b></p> <ul style="list-style-type: none"> <li>• Data accuracy of victim self-defined ethnicity (proportion not stated or declined).</li> <li>• Resource to invest in alternative surveys (technological and analytical availability).</li> </ul>

<p><b>We will lead change</b></p>	<p><b>Lead Change</b>                  We will lead change internally and externally by:</p> <ul style="list-style-type: none"> <li>• Creation of a Victim Forum, to be inclusive of Black communities to enhance understanding and improve trust and confidence.</li> <li>• Explore reasons, through current surveys, sampling and/or community groups, as to reasons for declining sharing self-defined ethnicity and how confidence can be improved.</li> <li>• Engage with wider range of community groups and services (such as IDVA/ISVA services) to explore perceptions and confidence in policing and experiences of the Criminal Justice System, with particular focus on Violence Against Women and Girls.</li> <li>• Working with Open University to create custody healthcare-based work experience opportunities within Kent Police.</li> <li>• Consultation with the Office of Police and Crime Commissioner to take learning from community and victim engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Panel to be created and operating by June 2026 and supported by Kent PRAP Community Reference Group.</li> <li>• Feedback from Victim Forum and community engagement to be reported each quarter through summary briefing.</li> <li>• Within the next 12 months have the opportunity for nurse attachments and learning within custody suites.</li> </ul> <p><b>Barriers</b></p> <ul style="list-style-type: none"> <li>• Gaining confidence with different communities/groups to have trust in sharing views and insights.</li> </ul>
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