

2021 - 2022

Annual Report

Appendix A

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Commissioner's Introduction

Welcome to my Annual Report which looks back at the 2021/22 financial year, my sixth year in office. Naturally I was delighted to be re-elected for a second term in May 2021 and remain humbled by the faith residents have placed in me to deliver on their behalf.

As Covid restrictions started to ease, society returned to a semblance of pre-pandemic 'normal'. However, it is not lost on me that throughout the last two years, the police have put the needs of others first and worked tirelessly to keep us safe. I would like to thank them for their relentless commitment and hard work.

Thanks to your contributions via the council tax precept, and the Government's national officer uplift programme, there are now more police officers than ever before in Kent. At the end of March 2022, Kent Police had 3,967 officers working together to tackle crime and protect the most vulnerable. This is 785 more than when I came into office.

However, I am very conscious of the effect the war in Ukraine is having on the economy, and the subsequent impact on budgets – both for households and the public sector. I will always do my best to ensure that Kent taxpayers get value for money for the contributions they make, and I will work with both Kent Police and the Government to help mitigate the cost pressures that policing faces.

Sadly, in April 2021, Kent Police lost one of their own following the horrific murder of PCSO Julia James. I would like to offer my sincere condolences to her family, friends and colleagues – she will never be forgotten. I would also like to pay tribute to all the officers, staff and volunteers, including those from other forces, for their meticulous work which resulted in the offender being brought to justice.

Nationally, the policing conversation centred on violence against women and girls. As a result, I launched my own inquiry to understand the extent to which such crimes were committed in Kent and what more could be done to prevent and tackle them.

In holding the Chief Constable to account, I focused on ensuring the public received the service they expect in their time of need. For example, I pressed on neighbourhood policing, call handling, criminal justice outcomes and investigations, areas where HMICFRS and general performance showed improvement was required.

With the support of my office, I was successful in securing over £3.2m of additional funding. This enabled me to provide further support to victims of sexual violence and domestic abuse, to help organisations manage the increased demand due to delays in the justice system, and to initiate domestic abuse and stalking perpetrator programmes.

As Chair of the Kent Criminal Justice Board, one of the biggest challenges is the backlog in cases following the pandemic. Despite efforts by criminal justice partners and engagement with Ministers, caseload numbers remain unacceptably high. Victims and witnesses should not have to wait months, or years, for their case to be heard in court.

Lastly, I would like to thank every Kent Police officer, Police Community Support Officer, member of staff and volunteer for their tireless efforts during 2021/22. My thanks also to the staff in my office for their hard work and continuing to support me as your elected Police and Crime Commissioner.

Matthew Scott

Kent Police and Crime Commissioner

Safer in Kent: The Community safety and Criminal Justice Plan

By law, Police and Crime Commissioners (PCCs) are required to publish a Police and Crime Plan that covers their term of office, and to keep the plan under constant review.

On 1 April 2017, I published my 'Safer in Kent: The Community Safety and Criminal Justice Plan - April 2017 to March 2021'. It set the priorities for Kent Police, partners and the Office of the PCC (OPCC), as well as the overall strategic direction of policing and community safety in the county.

Ordinarily my first term of office should have run to May 2020 when elections were due to take place. However, there was nothing ordinary about 2020 and due to Covid, the elections were postponed eventually taking place in May 2021.

As a result I decided my Safer in Kent Plan would continue for a further year to March 2022.

To ensure it still reflected the concerns of people living within the county, my fifth Annual Policing Survey ran from 1 December 2020 to 7 January 2021. Hosted on a third-party platform, Smart Survey, it was primarily made available online and shared through social media including a platform called 'NextDoor' which gave access to the 220,000 verified Kent residents.

A total of 3,276 responses were received and the following is a precis of the results:

Q6. How safe do you feel where you live, on a scale of 1 to 10? (1 = very unsafe / 10 = very safe)

- Respondents across Kent and Medway felt 7.0/10 safe where they live (2019 = 6.4 / 2018 = 6.5)

Q7. Have you been a victim of crime in Kent in the last year?

- 15.9% of respondents indicated 'Yes' (2019 = 19.7% / 2018 = 23.3%)

Q8. If so, how satisfied were you with the service Kent Police gave you? (1 = very unsatisfied / 10 = very satisfied)

- On average victims rated the service received from Kent Police 4.3/10 (2019 = 4.5)

Q11. Which of the following issues do you feel are the most important?

- Respondents could select up to six issues from a pre-defined list of 22; the top five were:
 1. Anti-social behaviour
 2. Gangs and County lines
 3. Child sexual exploitation
 4. Knife crime
 5. Burglary

Q15. Kent Police is recruiting more officers; what issues do you think they should focus on?

- Respondents could select up to four areas from a pre-defined list of nine; the top four were:
 1. Preventing crime & anti-social behaviour
 2. Neighbourhood policing
 3. Targeting gangs and organised crime
 4. Investigating crime

Q16. Would you support an increase in your council tax of £1.25 per month?

- 75.1% of respondents indicated 'Yes' and 24.9% 'No'

The survey formed only one element of the consultation; it also took account of correspondence received by the OPCC, feedback from engagement events, emerging local threats and national guidance.

Minimal changes were made to the plan and only where absolutely necessary. For example, the 'Introduction and context' was amended and the 'Lobbying for a fairer funding settlement for Kent' commitment was updated to reflect the UK had left the EU. The 'Resources and Medium Term Financial Plan' section was extensively re-written to take account of the latest financial information.

Importantly, the consultation showed that it remained 'fit for purpose' and the top five issues respondents felt were most important were consistent with previous years and already reflected in it (see Q11).

My refreshed Safer in Kent Plan was considered and supported by the Kent and Medway Police and Crime Panel; the accompanying precept proposal was also approved. The plan was published on 1 April 2021.

I would like to thank all those who took the time to have their say on policing and crime in the county.

The following is an overview of the plan's structure.

Leadership

Strong ethics, transparency and integrity at all times.

Guiding principles

- People suffering mental ill health need the right care from the right person
- Crime is important, no matter where it takes place
- Vulnerable people must be protected from harm

My priorities for the Chief Constable to deliver:

- Put victims first
- Fight crime and anti-social behaviour
- Tackle abuse, exploitation and violence
- Combat organised crime and gangs
- Provide visible neighbourhood policing and effective roads policing
- Deliver an efficient and accessible service

My commitments as PCC:

- Hold the Chief Constable to account for the delivery of Kent Police's priorities
- Enhance services for victims of crime and abuse
- Commission services that reduce pressure on policing due to mental health
- Invest in schemes that make people safer and reduce re-offending
- Make offenders pay for the harm that they have caused
- Actively engage with residents in Kent and Medway

Opportunities for the future:

- Calling for more criminal justice powers for PCCs
- Lobbying for a fairer funding settlement for Kent
- Further collaboration with other organisations
- Oversight of the police complaints process
- Developing new crime prevention and diversion practices
- Backing volunteering

My priorities for the Chief Constable to deliver

Considering the enormity and complexity of policing across the county, from numerous possible options, the following have been selected to illustrate how the Chief Constable has delivered on my priorities.

• Put victims first

Being a victim of crime or witness can affect people in very different ways, but as their initial contact is often with the police it is my expectation that they are at the heart of everything Kent Police does. Victims and witnesses must be treated with dignity, fairness and respect so that they have the confidence to report.

- The force sensitively conducts three satisfaction surveys - with victims of hate crime, domestic abuse and rape.

	April to March	
	2021/22	2020/21
Overall satisfaction of hate crime victims	87.4%	80.7%
Overall satisfaction of domestic abuse victims	89.2%	88.0%*
Overall satisfaction of rape victims with being treated fairly	90.8%	87.7%

*In April and May 2020 no surveys were conducted due to Covid

• Fight crime and anti-social behaviour

Crime and anti-social behavior are issues residents care deeply about and it is my expectation that Kent Police has the right resources with the right skills to investigate and bring to justice those who harm local communities.

- Formed in February 2019, the Chief Constables' Crime Squad is a dedicated team of 32 officers who investigate linked offences of burglary and robbery. In 2021/22, the team executed 145 warrants, made more than 240 arrests, laid in excess of 550 charges and secured over 400 years in court sentences.
- Launched in 2020/21, the Problem Solving Task Force consists of 24 PCSOs who work with CSUs and partners to take enforcement action, make environmental improvements and provide visible policing in areas with long term embedded problems. The team worked across the county, including a deployment in Canterbury which resulted in the following:
 - 84% reduction in reported crime in St Stephens Ward
 - 89% reduction in reported crime on the University campuses
 - 93% reduction in reported crime in Wincheap
 - 92% reduction in reported crime in Sturry Road Ward
 - 77% decrease in assault calls
 - 86% decrease in drug related calls

• Tackle abuse, exploitation and violence

There is no place for abuse, violence or exploitation in our society and it is my expectation that Kent Police protects the most vulnerable and supports those who may be too afraid to seek help.

- Formed in April 2020 and consisting of 32 investigators, the dedicated County lines and Gangs Team has reduced the number of County lines operating in the county and achieved the following results:
 - 341 arrests;
 - 212 warrants executed
 - 414 charges laid
 - 113 weapons seized
 - 63 years in court sentences
- Knife crime continued to be a focus with a broad range of enforcement activity yielding the following results:
 - 4,290 arrests
 - 381 warrants executed
 - 5,467 stop and searches
 - 889 ANPR stops
 - 608 cash seizures
 - 3,272 drug seizures
 - 1,777 weapons seized

• Combat organised crime and gangs

Organised crime and gangs present considerable challenges, and it is my expectation that Kent Police deploys the right resources to disrupt and investigate organised criminality to keep the county safe.

- The Serious and Organised Crime Team has continued to relentlessly target crime groups achieving the following results:
 - 102 arrests
 - 87 warrants executed
 - 46 charges laid
 - 122.5kg of class A drugs recovered
 - £1,048,545 cash seized
 - 294 years in court sentences
- The Serious Crime Directorate undertook an investigation related to the importation of cocaine from Europe into the UK before being distributed around Kent and South East London. All members of the crime group were arrested resulting in the seizure of 10 high value vehicles, 15 high value watches, large quantities of cocaine and amphetamine as well as £850,000 in cash.

- **Provide visible neighbourhood policing and effective roads policing**

Neighbourhood policing is fundamental to policing in the county and it is my expectation that Kent Police engages with local residents and works with partners to improve the quality of life within local communities.

- In addition to face-to-face engagement and traditional social media, the force launched 'My Community Voice' in October. With over 6,000 members of the public signed up, it enables officers to target updates at street, Ward or District level and the public to choose exactly what information they receive and how. Most significantly it allows two-way dialogue so the force can identify and respond to the issues that matter most.
- Kent has 6,126 miles of roads and 204 miles of motorways; the force focuses on the fatal four - tackling speeding; substance misuse; seatbelt offences and mobile phone use - as well as other threats The Roads Policing Unit operates 24/7 across the county and undertook the following enforcement activity:
 - Speeding 4,042
 - Seatbelt 1,010
 - Mobile phone 988
 - Traffic Offence Report (other) 6,797
 - Graduated Fixed Penalty Notice 1,634
 - Other process 549

- **Deliver an efficient and accessible service**

Kent Police must be efficient and effective, and it is my expectation that they exploit collaborative opportunities with Essex Police, as part of the Seven Force Strategic Collaboration and with other public sector organisations.

- Kent Police has commenced a project to rationalise its estate. This includes a decision to sell Sutton Road, Maidstone with the Command Team moving to Northfleet and other departments being relocated. Collaborative opportunities with partners are also being explored and progressed where they deliver financial savings and / or an improved service. The project will deliver a significant reduction of 190,000 sq. ft. in space used with targeted savings in excess of £2m per annum for reinvestment into frontline policing.
- Kent Police's use of Section 136 of the Mental Health Act to detain individuals suffering a mental health crisis has been decreasing since December 2019. With over 400 less detentions, the force has focused on improving the partnership response to ensure those in crisis receive a first-class service. This significant step change means less vulnerable individuals are being detained by police officers, there is a reduced burden on the police and partners, but more importantly, interventions are taking place with the right service at the right time.

My commitments as PCC:

• **Hold the Chief Constable to account for the delivery of Kent Police's priorities**

As your PCC, one of my key duties is to be democratically accountable for the provision of an efficient and effective police force by holding the Chief Constable to account.

It is vitally important that accountability arrangements are visible and accessible to the public in order to build and maintain trust and confidence. Below is an overview of my governance arrangements:

Key Principles: dynamic & risk-based; takes account of, & has due regard for each parties distinct role	
Informal Interaction (Daily)	Spontaneous discussions between the OPCC & Kent Police.
Joint PCC & Chief Constable Briefing (Weekly)	A closed briefing which enables dialogue & discussion on a routine frequent basis.
Performance & Delivery Board (Quarterly)	Held in public & enables me to formally hold the Chief Constable to account for delivery of the priorities & related matters.
Joint Audit Committee (Quarterly)	Combined committee with Kent Police. Scrutinises internal processes, spending & risk management policies.
Kent Police Culture Board (Quarterly)	A Chief Constable chaired meeting, but I have a standing invitation. Continues development of a culture consistent with the Mission, Vision, Values & Priorities.
Kent & Essex Collaboration Oversight Meeting (6 monthly)	Co-chaired by myself & the Essex Police, Fire & Crime Commissioner. Keeps collaboration under review & holds both Chief Constables to account.
Complemented by: <ul style="list-style-type: none"> • The OPCC conducting checks / audits • Feedback from Independent Custody Visitors • My completion of the Chief Constable's PDR • Regular meetings with public bodies & inspectorates • Objective assessments by HMICFRS 	

As one of the principle ways I hold the Chief Constable to account, Performance and Delivery Board meetings were held on 30 June, 8 September, 1 December and 16 March 2022. Whilst the 30 June meeting was virtual, the remaining meetings were physical and broadcast using Teams Live, allowing members of the public to observe proceedings in 'real-time'. Video clips from each meeting were also published on the OPCC website.

Focused on delivery of my Safer in Kent Plan, examples of topics discussed include:

Crime and anti-social behaviour (ASB): Compared to the previous year, in 2021/22 the force recorded a 10.3% increase in victim-based crime (14,436 more offences). This was predominantly driven by increases in violent crime (10.1%), sexual offences (22.5%) and theft offences (15.9%).

I am reassured however that many of the increases were a result of the previous year (2020/21) seeing particularly low levels of crime due to Covid and Government restrictions.

In 2021/22, Kent Police recorded a 42.7% decrease in ASB incidents compared to the previous year, equating to over 24,275 less incidents across the county.

Call handling: In 2021/22, the number of 999 emergency calls received by Kent Police was 354,887, an increase of 38,957 on the previous year. The number of 101 non-emergency calls received was 360,181, a reduction of 14,508.

The increase in volume of 999 calls unfortunately had a negative impact on 101 call answering times, as Force Control Room staff worked to protect and answer 999 emergency calls as a priority. As a result, the average 101 wait time to answer increased, as did the number of calls abandoned.

While I understand the need to prioritise 999 emergency calls, I have made it very clear to the Chief Constable that I expect to see an improvement in 101 call answering times.

Officer recruitment: Through the Government's national uplift programme and funding raised through the Council Tax precept, the force continued to recruit police officers in 2021/22.

Whilst some of those recruited replaced officers that left during the year, officer strength (i.e. actual number of officers) as at 31 March 2022 stood at 3,967 Full Time Equivalent (FTE)¹. This is 187 more officers than at the end of March 2021.

The deployment of officers is always a matter for the Chief Constable and he has made it clear that it will be based on three principles - visibility, vulnerability and public contact. The increase in officers means that local communities are served by a network of dedicated resources who work with partners to tackle priority local issues.

Kent Police now has the highest number of officers in its history and 785 more full-time officers than when I came into office in spring 2016. This is a fantastic achievement and I would like to congratulate the Chief Constable and thank all the officers and staff involved for their dedication and hard work.

Violence Against Women and Girls (VAWG): The 8 September meeting focused specifically on this topic, with the force providing a paper and giving a presentation on how VAWG was reflected in its work. Following the murder of Sarah Everard and subsequent public conversation on the safety of women and girls, it was important to understand how the force and partners were tackling issues such as domestic abuse (DA), stalking, rape, exploitation and public space safety.

The information presented at the meeting also informed my own VAWG Inquiry which commenced on 4 August.

Further information about my [Performance and Delivery Board](#) can be found on the OPCC website.

¹ [Police workforce, England and Wales: 31 March 2022](#)

• Enhance services for victims of crime and abuse

It is my responsibility to commission support services for victims of crime across the county, whether they report to the police or not. I am committed to providing and enhancing those support services so that victims and witnesses are treated as individuals, and services are tailored to their needs.

Within my office I have a dedicated Commissioning Team who are responsible for commissioning services, issuing grants and managing contracts. They are also responsible for attracting additional funding through successful bid writing. I also have a dedicated Victims hub in Ashford - Compass House - which houses a number of services enabling closer working and a more joined up approach to delivering services to victims.

Funding

My yearly commissioning budget consists of approximately £2.1m from the Ministry of Justice (MoJ) to deliver services to support victims. I match fund this with £2.1m of my own budget to support delivery of services related to crime, disorder and ASB.

During 2021/22 several additional funding streams were offered by the Government and my team worked hard to ensure Kent and Medway got its fair share to enable new and existing services to be delivered. Overall, my team were successful in securing additional funding of over £3.2m. This brought the total commissioning budget for 2021/22 to just over £7.4m.

Despite the ongoing challenges of Covid and increased demand on all commissioned services, they continued to respond and quickly adapt delivery models resulting in impressive outcomes.

Victim Services

Victims Specialist Services (VSS)

I set aside £250,000 to fund organisations that provided specialist support to victims of crime, these

range from trauma counselling to therapeutic support for families. These services were complementary to the core victim services contract that I fund and ensured enhanced support was available for specific groups or those with a specialist need.

The organisations funded were:

- Choices Support (£31,308) - Jigsaw Hate Crime Project, provided intensive support to victims with learning disability, mental health and autism.
- Dads Unlimited (£30,000) - 1 to 1 Mentoring Service, supported men to rebuild their lives following domestic / emotional / financial abuse.
- Dandelion Time (£30,000) - a therapeutic service for children and families affected by domestic and sexual abuse.
- DA Volunteer Support Services (DAVSS) - Support to Court Service, supported DA victims to engage with civil and criminal court processes (£16,800); and support for male victims of DA (£4,880).
- Rising Sun and Choices (£45,029) - supported adolescents who had experienced DA within their home.
- Sign Health (£41,785) - Delivered Sign Hope, a bespoke counselling programme for deaf or hearing-impaired victims impacted by domestic and sexual abuse.
- Rubicon Cares (£50,000) - delivered 1 to 1 trauma counselling for victims of crime.

Outcomes achieved include:

- Choices Support supported 33 service users with 93.9% reporting improved health and well-being.
- Dads Unlimited received 181 referrals, a 43% increase on the previous year.
- Dandelion Time supported 30 children and their families with 86% reporting increased feelings of safety and better informed.
- DAVSS Support to Court Service received 796 referrals. They provided 2,812 pieces of legal advice, 142 pro bono solicitor appointments, 98 Mackenzie friends and supported 134

molestation orders, 10 prohibitive steps orders and 46 child arrangement orders.

- DAVSS male support service received 92 referrals with clients showing improvements in their mental health and well-being.
- Rising Sun received 160 referrals with the project helping the young people to better understand toxic, coercive control in relationships and how to spot the warning signs.
- Rubicon Cares received 152 referrals with 190 clients being supported.

MoJ Independent DA Adviser (IDVA) and Independent Sexual Violence Adviser (ISVA) Funding

The MoJ made funding available for additional IDVAs and ISVAs. This funding was in recognition of the increased demand for sexual violence and DA support, particularly during the pandemic, but also the issues with the criminal justice system which saw victims requiring greater and longer-term support. Following my engagement with service providers I was able to develop a strong evidence-based bid, which resulted in an additional £657,313 being awarded to Kent. This funding enabled an additional 18.5 IDVAs and 2 ISVAs to be recruited.

The services funded were:

- Dad's Unlimited (77,699) - 1 IDVA and 1 IDVA Manager to support male DA victims.
- East Kent Rape Crisis Centre (£59,746) - 1 IDVA and 1 Child and Young Persons Mental Health ISVA.
- Family Matters (£33,872) - 1 ISVA Manager.
- Kent & Medway NHS Trust (£34,107) - 1 IDVA for those accessing secondary mental health support.
- Kent Integrated DA Service (£133,333) - 4 IDVA's to increase capacity in the countywide DA contract.
- New Leaf Support (£44,145) - 3 IDVA's to support DA victims in Sittingbourne.

- Oasis (£35,575) - 1 IDVA to provide additional capacity within the Medway Integrated DA Service.
- Rising Sun (£116,574) - 3 IDVA'S to provide additional capacity to DA victims, their children and families.
- SATEDA (£67,014) - 1 Co-ordinator, 1 Adult Caseworker and 1 Child Caseworker to provide additional capacity to support DA victims in Swale.
- Sign Health (£61,920) - 1 IDVA and 1 Children and Young Person IDVA to provide support in sign language to hearing impaired victims of DA and sexual violence.
- East Kent Rape Crisis Centre (£68,800) - Dedicated ISVA to work with students impacted by sexual violence.
- Family Matters (£68,800) - Dedicated ISVA to work with young people impacted by sexual violence within gangs and County lines.

MoJ DA and Sexual Violence Uplift Funding

The MoJ made funding available to secure additional community-based DA and sexual violence services. This funding was in recognition of the increased demand for sexual violence and DA support, particularly during the pandemic, but also the issues within the criminal justice system which saw victims requiring greater and longer-term support. Following my engagement with service providers I was able to develop a strong evidence-based bid, which resulted in an additional £441,525 being awarded to Kent.

This enabled the following services to be delivered:

- Advocacy After Fatal DA (£12,660) - to support families bereaved by suicide after DA.
- Dads Unlimited (£25,197) - to fund a staff member for 1 to 1 mentoring of male DA victims.
- Dandelion Time (£23,225) - to provide additional therapeutic services for children and families affected by domestic and sexual abuse.
- DAVSS (£17,616) to support the provision of a helpline manager for DA victims.

- East Kent Rape Crisis Centre (£11,040) - to provide 2 family practitioners to support families of sexual violence victims.
- Family Matters (£40,000) - to provide additional therapy sessions to victims of sexual violence.
- Fresh Vision (£22,264) - to help with the provision of a DA trauma informed counsellor.
- Health Action (£15,480) - to support the Hidden Truth Support Group for African male DA victims.
- Kent Integrated DA Service (£72,665) - towards staffing costs of outreach workers to support victims of DA.
- Mankind (£8,000) - contribution towards the Virtual Pattern Changing course staffing costs to support male DA victims.
- Mary Dolly (£32,400) to support delivery of remote tailored trauma counselling.
- Medaille Trust (£17,564) - contribution towards a Family Activity Co-ordinator and a sessional worker for victims of DA and sexual violence.
- NSPCC (£10,000) - to provide additional Letting in the Future trauma therapy sessions for children and young people.
- Oasis (£26,236) - provision of an additional IDVA to support the Medway Integrated DA Service.
- Restorative Solutions (£33,750) - to continue delivering the Adolescent to Parent Violence project.
- Rubicon Cares (£19,366) - to provide trauma informed counselling for victims of sexual violence and extend the opening hours of their helpline.
- Salus (£30,000) to support delivery of a structured, evidenced DA and resilience programme for children and young people.
- Victim Support (£24,062) - contribution towards supporting the Stalking Advocacy Service.

Outcomes achieved include:

- Dads Unlimited supported 133 victims resulting in them feeling better informed and empowered.
- DAVSS helpline doubled its opening hours and received 1,063 calls from victims.

- East Kent Rape Crisis Centre saw 98 victims supported through the funding with 86% reporting improved health and well-being and 100% feeling better informed and empowered.
- Fresh Vision supported 12 victims through 1 to 1 sessions, systemic therapy, group therapy and attachment sessions.
- Heath Action supported 84 victims; the project also reduced prevalence and acceptance of DA on African males through awareness campaigns.
- Mary Dolly supported 92 victims with 100% reporting improved health and well-being.
- Medaille Trust supported 24 females in a safe house who were victims of sexual abuse, human trafficking and modern slavery.
- Salus supported 25 victims with 84% reporting improved health and well-being and 88% feeling better informed and empowered.

MoJ Critical Support Fund

The MoJ made further funding available to support exceptional or additional needs of DA and sexual violence community-based services. Following engagement with service providers I was able to develop a strong evidence-based bid, which resulted in an additional £151,036 being awarded to Kent.

This enabled the following services to be delivered:

- Clarion Housing (£26,115) - to support a new staff member for victims of DA and provide a telephone / video helpline with interpreters for those whose first language was not English, including BSL.
- Innovating Minds (£30,000) - to train professionals on the Healing Together programme.
- Rising Sun Domestic Violence and Abuse Service (£17,539) - to support a 12-week counselling programme for female victims of DA and sexual violence.
- Rubicon Cares (£21,788) for specialist 1 to 1 trauma counselling and helpline support.
- SATEDA (£20,206) - contribution to the Support to Court project for DA victims.

- Victim Support (£35,388) - contribution towards a Stalking Officer and Team Leader.

Outcomes achieved include:

- Innovating Minds trained 44 professionals within educational and community settings to deliver the Healing Together programme, a 3-day training programme to support children aged 6-16 impacted by trauma and abuse.
- Rising Sun Domestic Violence and Abuse Service received 306 referrals and reported an increase in demand for counselling.
- SATEDA supported 335 female victims to apply for protective orders, occupation orders, prohibitive step orders and child arrangement orders.

MoJ Covid Response Fund

Following on from the Critical Support Fund, the MoJ recognised the increasing risk to DA and sexual violence services due to Covid. As a result, they released this emergency Fund. Following detailed engagement with service providers I developed a strong evidence-based bid, which resulted in an additional £67,491 being awarded to Kent.

This enabled the following services to be delivered:

- Advocacy After Fatal DA (£1,500) - to provide resilience while staff were absent due to sickness.
- Clarion Housing (£5,500) - to cover the costs of deep cleaning and Personal Protective Equipment (PPE) for women's refuges.
- Dads Unlimited (£8,500) - to help with staffing costs to support male DA victims.
- Dandelion Time (£3,000) - to help with extra staffing costs to provide therapeutic services for children affected by trauma.
- DAVSS (£9,036) - to help with staffing costs to support victims of DA.
- Health Action (£2,500) - to fund PPE, extra counselling sessions and help with staffing costs to support African male DA victims.

- Mary Dolly (£4,400) - to provide additional counselling sessions and clinical supervision for therapeutic support for children and their families.
- Oasis (£800) - to cover additional cleaning costs required to support victims of DA.
- Rubicon Cares (£10,000) - to cover the demand in referrals for trauma counselling.
- SATEDA (£2,000) - to provide additional support for the Support to Court project for DA victims.

Outcomes achieved include:

- Advocacy After Fatal DA supported 4 families with 90% of clients feeling their support outcomes had been met.
- Dads Unlimited supported 45 victims with their 1 to 1 mentoring service. A wrap around trauma informed service for male victims of DA was also provided.
- Health Action supported 84 male DA victims.
- Mary Dolly provided 88 additional counselling sessions for 11 children.
- Rubicon Cares provided specialist 1 to 1 trauma counselling to 115 victims.

MoJ Male Rape Support Fund

The MoJ made funding available to deliver specialist support to men and boys who had experienced rape or sexual abuse at any point in their life. I worked collaboratively with two specialist service providers, East Kent Rape Crisis Centre and Family Matters, to develop an evidence-based bid. As a result, Kent was awarded £31,504 to deliver increased capacity within the two services. The funding also enabled engagement and research to be undertaken with males to understand the barriers to seeking support and the services needed. This work will help inform my future commissioning decisions around male support services.

Victim Services Contracts

I have several contracts with providers over at least three years for essential victims' services. The contracts were commissioned at different times and are subject to performance and contract

management by my team, including formal monthly and quarterly meetings.

Victims Support (£1.1m)

I continued to fund my core Victim Referral service provided through Victim Support. This service enables victims to seek help and support regardless of whether they have reported the crime or not.

Over 109,567 referrals were received during 2021/22 with 92% of victims being satisfied with the service. This contract also includes funding for a Stalking Advocate and a Hate Crime Advocate.

Restorative Justice (£0.2m)

Restorative Justice can be a very powerful tool in reducing reoffending. It enables victims to tell offenders the real impact of their crimes, get answers and possibly receive an apology. It also gives offenders the chance to understand what they have done, take responsibility for their actions and consider ways to make amends for their behaviour.

Independent Sexual Violence Advisor Service (£0.45m)

My ISVA service supports victims of rape and sexual violence and is run by Family Matter. They received nearly 1,517 referrals with 60% of those completing the distance travelled survey indicating improved health and well-being.

Crime Reduction Projects

Violence Reduction Fund

This was borne out of my 2018 Violence Reduction Challenge that looked at the nature of violent crime in Kent. One of the recommendations was to allocate part of my commissioning budget for early intervention and diversion.

As a 3-year fund this was open to statutory organisations, voluntary groups and charities.

The following organisations received their last funding allocation in 2021/22:

Organisation	Project Brief	Amount
Total Insight Theatre	My Choice Matters: A 60-minute drama performance about knife crime for young people aged 12-15.	£9,507
Crimestoppers	Fearless: Educating 11-16-year-olds by increasing their awareness of weapons, street crime and child sexual exploitation.	£35,000
Rising Sun	Guiding Lights: Support for girls aged 11-16 at risk of child sexual exploitation or being in coercive and controlling relationships.	£35,000
Forward Trust	Mentoring programme for clients accessing their East Kent Community Drug and Alcohol Services.	£34,780
Uprising Youth & Community	Knife crime awareness campaign in East Kent aimed at reducing violent crime through engagement with young people, parents and communities.	£32,000
Folkestone Youth Project	The Shed: Social, emotional and physical support for young people who had made unhealthy and negative life choices.	£7,850
Reform Restore Respect	I Didn't Know That: 90-minute workshops for Year 6 pupils on gang violence and knife crime.	£10,000
Kent Police	Mini-Cadets: Nine-week programme delivered in schools, concluding with a social act project.	£36,814

Outcomes achieved include:

- o Total Insight delivered performances to 30 different settings reaching 1,810 young people.

- o Crimestoppers exceeded targets delivering to 17 schools and reaching 3,550 young people.
- o Rising Sun supported 115 girls with their 10-week programme.
- o Forward Trust received 59 referrals and delivered 123 mentoring sessions.
- o Uprising Youth & Community delivered 10 sessions in educational settings reaching 1,417 young people, 1 professional session and provided mentoring support to 20 young people.
- o Folkestone Youth Project returned to open access sessions reaching 75 young people and provided 15 1 to 1 sessions.
- o Reform Restore Respect delivered 23 face to face inputs to 23 schools reaching over 1,200 young people.
- o Kent Police Mini-Cadets was piloted in a North Kent school and has now been rolled out further.

St Giles Trust - Violence, Vulnerability and Exploitation Project (£68,800)

I have funded the St Giles Trust since 2017. The service originally consisted of separate projects, but these were aligned during 2021/22 and became known as the Violence Vulnerability and Exploitation Project (VVE).

The VVE Project provides outreach for those young people identified as at risk of criminality and case work for those up to the age of 25 involved in gangs and County lines activity. The project provides support to help them re-engage with the community, parents, carers, education and set them on a positive path away from criminality.

In 2021/22 the project supported 204 young people and on average had 35 fully engaging with the service at any one time. All those engaged reported positive outcomes including improved physical and mental well-being, increased engagement with statutory services and self-confidence, and a decrease in the number of missing episodes. Other outcomes included linking in with employment, housing and education.

The school aspect of the project is focused on prevention and tackling subjects such as gangs, County lines, weapons awareness and child sexual exploitation. In 2021/22 the project delivered 52 school inputs and mentored an average caseload of 12 young people per quarter, equating to over 215 mentoring sessions. In addition, 13 professional, parent / carer sessions were delivered reaching over 410 professionals, parents and carers.

Case study: Client X engaged with 1 to 1 mentoring sessions for 10 weeks. At first, they were not very engaged and were guarded and closed off. The mentor was able to relate to client X through lived experience and created a sense of trust. Client X was on bail for supply of class A drugs and had a negative peer group. They refused to engage with services to help with their drug use. Together They developed a support plan and discussed realistic targets to make positive lifestyle changes. Over time Client X became more engaged and started changing their thinking and behaviour. They secured a job and were able to buy their own transport. They stopped using drugs, their confidence grew along with their independence and pride.

Amelix 'Is it worth it' School Tour (£50,000)

The Amelix School Tour started in 2009 and I took over its management in 2017.

The tour originally focused on anti-social and risk-taking behaviour and then moved on to cyber-crime and e-safety.

The tour was delivered in collaboration with the music industry which provided match funding (alongside other funding sources) and performers. It was a unique offer enabling the tour to be delivered in an engaging format capturing the attention of the young people attending. This helped to increase the likelihood of the content having a greater impact than traditional delivery of messages in schools.

Outcomes achieved include:

- o 84 sessions delivered in 28 schools reaching over 13,600 children aged 11-14.

- 76% enjoyed the tour and there was a 17% increase in those who would report online bullying.
- Those who watched the tour were more aware of online bullying, had a greater understanding of what they were sharing online and an increased awareness of the Child Exploitation and Online Protection Command (CEOP) app.

Safer Streets (Round 2)

Totalling £20m, the Home Office launched Round 2 of the Safer Streets Fund in February 2021. The fund was focused on designing and delivering crime prevention activities in hotspot areas with the aim of reducing neighbourhood crime (burglary, vehicle related theft, theft from the person, robbery). Following an extensive data review, I worked with the Districts to identify target areas and develop an evidence-based response to the issues identified. This information supported the submission of 3 bids, and I was successful in being awarded 2. The Home Office specifically stated they were impressed with the bids as they demonstrated the drivers of the problems and identified a suitable response to tackling them deliverable within 2021/22.

The total funding claimed was:

- £280,611.85 - Ramsgate (Harbour and Town Centre)
- £382,358.00 - Canterbury (Whitefriars & John Dane Gardens)

The bids delivered targeted crime prevention activity with outcomes including:

Ramsgate	Canterbury
6 new CCTV cameras installed	Improved CCTV installed around the city
Alleygating installed to prevent drug use and littering	Community engagement events held in the city centre to provide crime prevention products

200 moped locks issued as part of 'Thanet lock it or lose it' community event	300 households visited in February 2022; crime prevention advice and kits supplied. Of those surveyed, 53% reported feeling safer in the day
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Safer Streets (Round 3)

Following on from Round 2 the Home Office released a subsequent funding round in June 2021. Following an extensive data review, I once again worked with the Districts to identify target areas and develop an evidence-based response to the issues identified. This supported the submission of 3 bids, and I was successful in being awarded 2.

The total funding claimed was:

- £215,404.03 - Ashford (Town Centre)
- £193,251.00 - Medway (Rochester / Chatham)

The bids delivered targeted crime prevention activity with outcomes including:

Ashford	Medway
140 professionals attending Active Bystander training	Additional shop watch radios purchased and distributed
Replacing fencing in the Memorial Garden to improve feelings of safety	Active Bystander training provided to 112 people
Installation of CCTV in the Edinburgh Road car park	Lighting projects in Victoria Gardens, the Brook to Rope Walk, Gas House Lane and Hills Terrace
Creation of Safe Spaces in the town centre for people who feel vulnerable / unwell	Removal of graffiti and rubbish as well as foliage cutback to improve the street scene
Educational inputs to Year 6 children on personal and online safety	Joint work between Medway Task Force and Hollie Guard during Stalking Awareness week

Equipment supplied to the volunteer Street Pastors to support their work in the night-time economy	A community friends event held on international women's day as part of the 'This Girl Can' programme
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Crime Reduction Grants

Each year I allocate a portion of my total commissioning budget to the Community Safety Partnerships (CSPs) and other third-party providers / groups. The money must be spent on projects that support delivery of the priorities in my Police and Crime Plan.

The total allocation across the 14 CSPs was £558,385. Of this, £357,956 was approved for the main business case and a further £126,516 from tactical pot requests, equating to £484,472 worth of projects. The tactical pot is a portion of the funding that CSPs can set aside to address emerging risks in their area.

The main themes of CSP projects were as follows:

- Youth related - preventative and diversionary activities such as Charlton Athletic community-based sports with mentoring, Global Generation in Thanet, Safety in Action events for Year 6 children, detached boxing project in Medway as well as Kenward Trust's detached outreach work for young people in West Kent.
- DA related - Shepway Chariots, community schemes for those affected by DA, One Stop Shops, group perpetrator programme run by CDAP and support for DAVVS in West Kent.
- Training - online seminar focused on missing and vulnerable, ASB professionals training and a DA conference.
- Community Engagement - a Community Safety Conference and a Spot the Signs media campaign.
- Victim services / mental health - mental health awareness campaign, Maidstone Mediation and Making Changes Programme.

- Crime prevention - support for the shop safe scheme, mobile and static CCTV cameras and continued funding for Dartford's CCTV monitoring operation.

Third-party grants are provided to statutory boards or other partnership groups with the aim of delivering a multi-agency approach to tackling crime, ASB, vulnerability and other societal issues linked to crime and disorder.

In 2021/22, recipients included:

Service	Amount
Young Persons Substance Misuse	£92,626
Kent Youth Justice Team	£275,106
Medway Youth Offending Team	£90,353
Kent Drug & Alcohol Action Team	£301,449
Medway Drug & Alcohol Action Team	£59,042
Kent Safeguarding Children's P/ship	£45,934
Kent & Medway Adult Safeguarding P/ship	£38,576
Medway Safeguarding Children's P/ship	£15,434
Kent Criminal Justice Board	£40,000
Safer Kent	£20,000
Crimestoppers: local & national	£60,366

• **Commission services that reduce pressure on policing due to mental health**

The police respond to people in mental health crisis every day. Whilst vulnerable people must be protected from harm, a reduction in those with mental health issues coming into contact with the police means a reduced burden on police officers. Therefore, it is important the force works with partners to ensure those with mental health issues receive the right help, from the right service, at the right time.

Mental Health lead

In July 2021, after 5 years, I decided to step down as the Association of Police and Crime Commissioners lead for Mental Health.

I took this decision because following the PCC elections in May, several newly elected colleagues had greater experience in the mental health arena. Also, whilst it was a privilege and I enjoyed the role, it took a lot of my time and I felt there was a need to focus on my office and my own workload, including that as Chair of BlueLight Commercial.

Mental Health Crisis Care Board

Following a review of the Mental Health Crisis Care Concordat governance arrangements, the Crisis Care Board became the strategic decision-making body for Kent and Medway.

I continued to chair this Board with Chief Executive (or equivalent) representation from Kent Police, Kent and Medway NHS and Social Care Partnership Trust, South East Coast Ambulance Service, Kent County Council and Medway Council.

Meetings in April, July and November focused on:

- sharing of relevant partnership data;
- pathway developments; and
- the core principles of prevention, response and recovery.

However, because of changes to the structure of health services in Kent and improved governance through NHS Kent and Medway, the Board was dissolved in early 2022.

I would like to thank Kent Police and partners for their contribution to the Board and their ongoing work to support those with mental health issues.

Use of Section 136

Kent Police's use of Section 136 of the Mental Health Act (1983) to detain individuals who appear to be suffering from a mental health crisis has been decreasing since December 2019.

The force continued its relentless focus to improve the partnership response to people in crisis to ensure they receive a first-class service from the relevant agency at the point of contact. It improved the collection and use of data to deliver enhanced joint

training; this has resulted in better outcomes for vulnerable people.

With over 400 less detentions, the step change has resulted in less police and partner hours dealing with Section 136 detentions, and a focus on ensuring the individual receives the right intervention from the right service at the right time.

Internal training delivered by the Mental Health Policing Team has also ensured people are not unnecessarily detained under Section 136, with appropriate advice sought prior to every detention, and alternative powers and services considered.

• **Invest in schemes that make people safer and reduce re-offending**

The allocation of funding to Kent Police, community safety partners, voluntary, charity and community group's helps to support individuals turn their lives around, and to tackle the harm caused.

Violence Reduction Unit (VRU)

The countywide VRU was set-up after the OPCC secured funding from the Home Office in 2019. The introduction of VRU's in 18 local areas nationally is part of a focus on early intervention, as set out in the Government's Serious Violence Strategy.

The Kent and Medway VRU is a partnership between the police, local councils, health service providers and other key partners. It aims to tackle the root causes of violence using a multi-agency, health based preventative approach.

Its strategic objectives are aligned to the national objectives of the Serious Violence Unit; by year 5 (2023/24) it aims to achieve:

- A reduction in hospital admissions resulting from assaults in public, where a knife is used, and the victim is under 25.
- A reduction in reported assaults in public, where a knife is used, and the victim is under 25.
- A reduction in reported homicides in public, where a knife is used, and the victim is under 25.

The VRU receives a core grant of £1.16m per year, with 50% invested in interventions and 50% spent on programme costs. In 2021/22, it successfully bid for £740,000 of additional funding to deliver:

- a High Intensity Intervention Project for young people involved in serious violence; and
- a Reachable Moments project for young people admitted to A&E following traumatic injury.

The VRU commissions county-wide and locally designed services to deliver its prevention and intervention approach. For example, in 2021/22:

- St Giles Trust delivered over 100 interventions with young people involved in gangs and County lines. The project was co-funded by my office.
- Nurture UK developed an intervention programme in the nine schools most affected by serious violence. It has been adopted by KCC.
- The Forward Trust delivered 30 interventions with gang affiliated young men leaving prison to reduce the risk of reoffending. The project is now sustained by NHS funding.

Last year around 1,500 young people engaged in VRU funded projects. Outcomes reported from participants included improved well-being and increased resilience which are known to reduce risk-taking behaviours.

Forward Trust ‘Step Back’ participant [HMP Rochester]: *“I’m very keen to meet Francis and know how he got out; I don’t want to go back there to that. At this point in time I don’t want or need drugs no more but as I’m faced with being released NFA [no fixed abode] and on £75p/w benefits, when I was earning 4k a week on county lines I don’t know how to do it.”*

Cookham Wood Pilot Project (£25,000) - Kent PCC funding

Recognising that young people in custody are also likely to be victims, in April 2019 the Prime Minister’s Youth Violence Summit identified the need to provide support and deliver a more joined up approach to reduce re-offending. The MoJ identified Cookham

Wood as a pilot site, and my office began working collaboratively with the MoJ and the Mayor’s Office for Police and Crime to develop the approach.

There are 3 strands to the pilot:

- Building capacity within the Young Offenders Institute (YOI) to help staff identify victimisation and how to respond.
- Implementing a ‘Through the Gate’ service which works with identified young people for 8 weeks (4 weeks prior to release and 4 weeks following release). The aim is to provide mentoring support to assist with recognising their needs and help them move on in the community. It also involves working with relevant community-based support services.
- Upskilling existing support services on victimisation and offending.

Whilst the project continues to develop, initial outcomes include:

- Creation of a training package for YOI staff which is awaiting delivery.
- The Through the Gate Service being tendered and awarded to Open Road for delivery in 2022/23.

Make offenders pay for the harm that they have caused

An important principle of criminal justice is to ensure that those who cause harm give back to victims and the community they have hurt.

Restorative Justice

Launched in October 2017, Restorative Solutions provide this service. It can be a very powerful tool, offering a safe and controlled way for victims and offenders to engage in conversations.

RJ is free, entirely voluntary and can be used at any point during the criminal justice process - or even after someone is found guilty - provided both the victim and offender are willing. It is not an alternative to a court sentence and does not result in the offender having their sentence reduced.

218 referrals were received in 2021/22, with 407 victims being offered support. Due to restrictions the impact of Covid continued to be felt by the service in the early part of the year, but it was agile in its response, increasing contact by phone, email and online.

Further information on [Restorative Justice](#) can be found on the OPCC website.

Home Office Perpetrator Programme Funding

In June 2021 the Home Office made funding available to PCCs to support the delivery of DA perpetrator focused programmes. The total funding available was £11.1m. I worked closely with Kent Police, Kent County Council and specialist service providers to develop an evidence-based bid. I was successful in being awarded £378,967 to pilot the delivery of both DA and Stalking Perpetrator Programmes, alongside support for victims and their children.

The programme delivers the following,

- DA Perpetrator Programme 1 to 1 x 40
- Staking Perpetrator Programme 1 to 1 x 40
- DA Perpetrator Programme Groupwork x 10 groups consisting of 8 men
- Co-ordination functions, including a Victims Support Worker and Police Co-ordinator

Due to this being a new service for Kent extensive promotion and awareness work has been undertaken. A clear structure has also been set up for managing the referrals and delivery to ensure risk and safeguarding is managed effectively. It is still early in the development of the programme but so far there have been over 50 referrals, with 3 fully completing a course.

Actively engage with residents in Kent and Medway

Listening to residents and ensuring their needs are met is one of my main jobs.

Whilst Covid restrictions were in place early in the year, my office and I continued to engage via the website which on average 1,100 people visited per

month as well as various social media platforms. The corporate [@PCCKent](#) Twitter account grew to more than 11,700 followers. The OPCC's [Nextdoor](#), account regularly reached over 30,000 of the 220,000 Kent residents signed up. The [Facebook page](#) grew to 700 followers and the number of people following the OPCC on [Instagram](#) almost doubled to 570.

The OPCC also continued to produce and circulate a regular e-newsletter to nearly 4,000 subscribers, an increase of nearly 700 on the previous year.

With the easing of restrictions, I was able to visit community groups and attend events once again; they included:

- the Rural Coffee Project in Wouldham;
- the re-opening of the Fusion Café in Maidstone;
- the launch of Safer Streets initiatives in Gillingham, Ramsgate, Canterbury, Ashford and Rochester;
- the launch of the Mini-Cadet programme in Dartford;
- visiting Diversity House in Sittingbourne and the Maidstone Mosque;
- the launch of Interventions Alliance in Chatham;
- addressing Rotary Club events in Deal and Sittingbourne;
- visiting commissioned services such as DAVSS, Dads Unlimited and Dandelion Time, where several staff from my office and I also spent a morning volunteering.

My office was also represented at the Kent Police open days which were re-instated with over 12,000 people attending between 4-6 September 2021.

As well as my fifth Annual Policing Survey which received 3,276 responses, the call for evidence survey that I ran as part of my VAWG Inquiry received 8,200 responses - the highest response rate for any OPCC survey to date.

My Casework Team dealt with nearly 3 000 contacts from members of the public. Many were victims and witnesses who were provided with advice on how to access support and counselling from my

commissioned services, or directed to the Victims' Right to Review Scheme. Some of the work was extremely challenging, including one case which required two members of the team to provide witness statements in a successful criminal case.

Feedback from Kent Police officers and staff is equally important though, so I engaged with them directly including deployments with the Rural Task Force and Roads Policing Unit and joining officers on patrol in Dover, Medway, Gravesham, Dartford, Tunbridge Wells, Canterbury and Maidstone. I spent a week in March conducting force wide visits, speaking with staff in the three Divisions and a range of departments and attended Passing Out Parades for police officers completing their initial training as well as for the Community Police Volunteer Aviation Team at Rochester Airport. I also met with the Kent Police Federation, UNISON, and staff support associations, including Kent Network of Women, Enable and the Race Equality Network.

I met and had conversations with councillors, MPs and Government Ministers, including the Home Secretary and the Minister of State for Policing and the Fire Service.

I engaged with the local and national media regularly appearing on BBC Radio Kent, BBC South East Today, Meridian, KMTV and in Kent Online. I also took part in debates on national channels like TalkRadio, Times Radio, Radio 5 Live and GB News and Good Morning Britain.

Opportunities for the future:

• Calling for more criminal justice powers for PCCs

2021/22 was my fourth year as chair of the Kent Criminal Justice Board (KCJB). The Board brings together chief officers from criminal justice agencies and wider partners and has responsibility for overseeing criminal justice across Kent and Medway with the purpose of delivering effective, efficient and fair justice.

The Board's biggest challenge was how best to minimise delays to victims and witnesses caused by the increased backlog in cases, particularly in the Crown Court, caused by the pandemic. While many counties began to recover from their covid backlog, Kent did not, as it experienced an increase in cases entering the system which bucked the national trend, and shortages in key roles.

On behalf of the Board and supported by Kent MPs, I was in regular contact with Criminal Justice Ministers and senior personnel at the MoJ and HM Courts & Tribunals Service raising concerns at the lack of progress in reducing cases.

Whilst the Board worked collaboratively to minimise delays, caseload numbers remained unacceptably high. In June 2021 a Nightingale Court opened in Maidstone; this stopped the increase in Crown Court cases but a lack of judicial resource limited the number of cases heard, and while numbers stabilised they did not reduce. It is accepted that there is a lack of judiciary nationally, but Kent is flagged as a priority for resource as it becomes available.

While the outstanding caseload and impact on victims and witnesses dominated the Board's agenda, work continued in other areas. New working procedures were established between the police and CPS to ensure rape and other serious sexual offences were managed as quickly and efficiently as possible; lessons learnt from this were shared nationally. A review commenced into the management of defendants with mental health and learning disabilities, and work continued on managing the needs of women in the criminal justice system and issues with accommodation on release from prison as part of plans to reduce reoffending.

As part of my VAWG Inquiry, I worked closely with Board members to ensure their own agency strategies were being implemented and collaborative working was strong and effective to progress this key piece of work.

I remain firmly of the belief that further devolvement of criminal justice powers has the potential to improve the journey of all service users, as well as outcomes across the criminal justice system.

• Lobbying for a fairer funding settlement for Kent

Over the course of the year, I was successful in requesting and receiving additional funding into the county, particularly for increasing the support to victims and witnesses. During 2021/22 several additional funding streams were offered by the

Government and my team worked hard to ensure that Kent and Medway got its fair share. Overall, I and my team were successful in securing additional funding of over £3.2m. This brought the total commissioning budget for 2021/22 to just over £7.4m. This additional funding provided additional support to victims of sexual violence and DA including male victims of rape; helped organisations to manage the increasing demands on their services due to delays in the criminal justice system and initiate a scheme for the delivery of both DA and Stalking Perpetrator Programmes in Kent.

My team and I had particular success with the Government's Safer Street Fund, securing funding for crime prevention work across several areas in Kent.

During the year, the Government announced its intentions to review the Police Funding Formula. This is the formula that determines the amount of funding each PCC receives. My Chief Finance Officer (CFO) and I have held discussions with the Home Office around the formula and what indicators should be included. This will continue throughout 2022/23 as the work progresses.

• Further collaboration with other organisations

BlueLight Commercial

BlueLight Commercial was established in 2020 by the Home Office, to work in collaboration with blue light organisations and local / national suppliers, to help transform their commercial services. It is set up as a not for profit, private company limited by guarantee.

With every PCC being a member, the support of Chief Constables and strong backing from the Home Office, BlueLight Commercial has a strong mandate for change to deliver commercial excellence in policing.

As Chair of the BlueLight Commercial Board, I am pleased to report that in 2021/22 it played a significant role in leading national commercial activity, from launching new frameworks and contracts for Fleet Vehicles, to continuing to support the delivery of PPE to front line teams, developing policing's approach to Contingent Labour and creating a National Dynamic Purchasing System for the next generation of Physical Forensic Services.

Whilst savings realised has a direct impact on improving operational capability, developing a more collaborative approach also leads to improved products and services in support of operational teams.

I am tremendously proud of what BlueLight Commercial has achieved and with many more projects underway such as work on the next generation Police Aviation Services, Drones and Uniform, it promises to deliver further benefits by ensuring that value is achieved from every penny spent across blue light services.

• Oversight of the police complaints process

The Policing and Crime Act 2017 introduced significant changes to the police complaints system which came into force on 1 February 2020.

The OPCC became the 'Relevant Review Body' for all low-level complaints against Kent Police, and I now have a legal duty to hold the Chief Constable to account more closely for performance in this area.

In terms of reviews, my office now receives over 80% of requests, with the remainder being handled by the Independent Office for Police Conduct (IOPC); previously, when the force dealt with this element of the complaints process, they handled 55-60%. In 2021/22, my office received 246 requests for review; previously, when the force handled this element, they received approximately 80-100. The increased demand on my office is clear and potentially reflects a greater willingness of the public to approach the OPCC as it is perceived to be more independent than the force was in previous years.

My office upheld 13% of the reviews submitted; however, it should be noted that there is a significant focus on learning and improvement, and many responses highlighted areas for improvement, or new allegations were identified.

In addition to conducting reviews, my office has a comprehensive and wide-ranging assessment and auditing process to assist me in holding the Chief Constable to account. Monthly meetings are held at the operational and strategic level; monthly audits are carried out on 'conduct' (internal) matters; and an Annual Report is presented at my Performance and Delivery Board and the Joint Audit Committee.

• Developing new crime prevention and diversion practices

Violence Against Women and Girls Inquiry

On 10 December 2020 the Government launched a call for evidence on VAWG to inform a new national strategy. The call for evidence initially ran for 10 weeks and closed in February 2021.

Following the tragic murder of Sarah Everard, the strength of feeling from women and girls intensified and rightfully brought VAWG back into the spotlight. This led to the Government re-opening the call for evidence from 12 to 26 March 2021.

This turn of events led me to launch my own Inquiry on Wednesday 4 August with the aim of understanding the extent to which such crimes were being committed and what more could be done to prevent and tackle them.

My Inquiry focused on four overarching themes:

- Prevention
- Engagement
- The Victim's Journey
- Rehabilitation

During the course of the Inquiry, I:

- Ran a call for evidence survey for three months to understand the strength of feeling in relation to the safety of women and girls in Kent. Over 8,000 responses were received; the [findings](#) can be viewed on the OPCC website.
- Met with victims at a specially convened Victim's Panel, where they were frank about the service they had received from both the police and other criminal justice agencies.
- Commissioned detailed data analysis to identify where so-called "hot spots" were for VAWG and at what time of day.
- Commissioned an analysis of perpetrators, to improve understanding of how best to intervene and how best to direct services to change behaviours.
- Received a paper and presentation at my Performance and Delivery Board on 8 September 2021 on how VAWG was reflected in the work of Kent Police.
- Discussed VAWG at a Kent Criminal Justice Board meeting with members committing to deliver on the outcomes.

I'm pleased to report that many changes were adopted by Kent Police during the year, such as the instigation of officer verification checks and the launch of a DA Improvement Plan. The force also launched a VAWG Strategy which includes measures like more officer training and the introduction of a DA Hub, where victims can obtain specialist support 7 days a week.

It was also apparent that women and girls felt there needed to be more early intervention work in schools, to educate young people about appropriate behaviour. I therefore plan to launch a schools prevention programme to do just that.

The [final report](#) can be viewed on the OPCC website.

• Backing volunteering

I consider it important to provide people with opportunities to get involved in activities which support community policing and to learn about responsible citizenship.

The Cadet scheme is open to young people aged 13 to 17, who live in Kent irrespective of background or financial circumstances, including those vulnerable to crime or social exclusion. As at 31 March 2022, there were 345 cadets - with a waiting list of 492 - located at 12 units across the county.

The Mini Cadet scheme is a nine-week programme for children aged 8-11 delivered in schools. It is designed to teach about responsible citizenship, helping others and having respect for one another as well as breaking down barriers with the police. They are taught about online safety, take part in drills and produce a Social Action Project within their school or community. Funded by my office, the Mini Cadets launched in April 2021 with 12 pupils at Temple Hill Primary Academy, Dartford; during the year, over 30 other schools joined the programme reaching more than 400 children.

I'm very supportive and appreciative of the work of Special Constables; unpaid volunteers who wear a uniform, have the same powers as regular officers and put themselves in harm's way like their paid colleagues - but all because they just want to give something back to their communities. As at 31 March 2022, there were 288 Special Constables who provided over 100,000 hours of policing in 2021/22.

Introduced in 2018/19 Community Police Volunteers (CPVs) continues to be a popular strand of volunteering. As at 31 March 2022, there were over 125 trained CPVs providing support to specialist policing teams such as the Joint Response Unit and Rural Task Force, as well as performing roles in areas such as Security, Equine, Canine and Aviation.

As at 31 March 2022, Kent Police had over 150 Police Support Volunteers in roles conducive to their skills. Examples include roles within the FCR, Recruitment and Local Policing Teams.

More information on [volunteering opportunities](#) can be found on the Kent Police website.

I have also provided grant funding to charities and organisations who rely on volunteers within local communities to deliver their services.

I'd like to thank the Special Constabulary, Community Police Volunteers, Volunteer Police Cadets and all other volunteers who do not wear a police logo, such as South East 4x4 Response and Kent Search and Rescue, for their time and for all their hard work in helping keep the county safe.

Independent Custody Visitors (ICVs)

I am responsible for the ICV Scheme which sees volunteers making unannounced visits to police custody suites to check on the welfare of detained persons (DPs), ensuring they have received their rights and are held in satisfactory conditions.

In 2020/21, the ICV Scheme responded swiftly to the challenges imposed by Covid, introducing a 'virtual visiting' process which was shared as national best practice. During 2021/22, the Scheme had to be flexible again as restrictions were lifted requiring a phased approach to re-starting in-person visits. Therefore, over the year 42 detainees were spoken to virtually, and 184 in person visits took place.

ICVs highlighted several issues that were replicated in a HMICFRS report on Kent's custody suites published in December 2021, such as the process and frequency of sleeping reviews and the availability of Appropriate Adults. Over the course of the year they have worked with custody to monitor improvements in those areas. However, the report was also complimentary about the attitude of staff and their care for detainees and identified significant good practice in relation to the care of females and those referred to the Criminal Justice Liaison and Diversion Service.

All OPCCs have been asked by the Dogs Trust to join the Animal Welfare Scheme, to ensure police forces are treating their police dogs well and in line with the Animal Welfare Act. I have asked ICVs to take part and provide independent oversight of

Kent Police's treatment of their dogs. All dogs must be visited and assessed each year, and quarterly panel meetings with the ICVs, the dog section and the Dogs Trust will take place to provide feedback. The first training session had to be postponed but is due to take place soon, with the first visit taking place shortly after.

I would like to extend my thanks to the ICVs for their support and the excellent work they carry out. Further information on [ICVs](#) can be found on the OPCC website.

Ministry of Justice Grant for Victim Services - Funding Recipients²

	£
Initial Referral and Needs Assessment services for victims of crime	
Core Referral & Victim Support Service - Victim Support	899,032.00
Services for Restorative Justice interventions	
Restorative Solutions	207,000.00
Services for victims of sexual violence	
Family Matters - ISVA & CISVA services	345,811.00
East Kent Rape Crisis Centre - Family support for those impacted by SV	11,040.00
Family Matters - Additional capacity to manage increased demand	40,000.00
NSPCC - Letting the Future In project	10,000.00
Medaille Trust - Family support for victims of modern slavery & DA	12,915.00
The Mary Dolly Foundation - Counselling for SV victims	32,400.00
Dandelion Time - Additional service capacity	14,959.00
Services for victims of DA	
Rising Sun & Choices DA Service - Support to adolescents experiencing DA	45,028.90
Dads Unlimited - 1 to 1 mentoring service	30,000.00
Dandelion Time - Therapeutic programme for families affected by abuse	15,000.00
DAVSS - Support for male victims of DA	4,880.00
DAVSS - Support to Court project	16,800.00
Rising Sun & Choices DA Service - Support to adolescents experiencing DA	12,660.00
Choices DA Service (Oasis) - Additional IDVA to manage capacity	26,236.20
Dads Unlimited - 1 to 1 mentoring service additional capacity	25,197.24
Dandelion Time - Additional service capacity for family support programme	8,266.00
DAVSS - Additional helpline capacity	17,616.40
Fresh Visions People Ltd - DA trauma informed counsellor	22,263.50
Health Action Charity Organisation - Support for African Males in abusive r/ships	15,480.00
Kent Integrated DA Service - Additional capacity	72,664.66
Mankind - Support to male victims of DA	8,000.00
Restorative Solutions - Adolescent to Parent Conflict & Violence Programme	33,750.00
Rubicon Cares - Trauma counselling	19,366.00
Salus - DA & Resilience Programme for Children & Young People	30,000.00
Victim Support - Increase service capacity within the Stalking Advocacy Service	24,062.00
Medaille Trust - Family support for victims of modern slavery & DA	4,649.00
Victim Support - Increase capacity due to growth in referrals	14,966.00
PCCs core contribution to the Kent Integrated DA Service	100,000.00
Victim Services - Provision of initial referral & triage obo countywide DA contract	127,840.00
Victim Services - Stalking Advocacy Service	25,143.94
Other services for victims of crime (not mentioned above)	
Rubicon Cares - Trauma Counselling for people affected by crime	50,000.00
Choices (Choice Support) - support for victims with autism & learning disabilities	31,308.00
Victim Services - Hate Crime Advocate	9,365.00
St Giles Trust - Child sexual exploitation interventions	10,695.00
Rising Sun Domestic Violence & Abuse Service - 1 to 1 counselling programme	17,539.00
Innovating Minds CIC - Training for professionals to support CYP impacted by DA	30,000.00
Clarion Housing - Additional capacity	26,115.00
SATEDA - Support to Court, family intervention & counselling interventions.	20,206.00
Victims Support - Additional Stalking Advocacy Service capacity	35,388.00
Rubicon Cares - Trauma Counselling for people affected by crime	21,788.00

	£
Building capacity and capability (& associated costs)	
OPCC support costs	71,491.73
Contribution towards Compass House running costs	4,354.54
CSA uplift - Services for victims of child sexual abuse	
Family Matters - ISVA & CISVA services	103,950.00
NSPCC - Letting the Future In project	30,769.00
Dandelion Time - Therapeutic programme for families affected by abuse	15,000.00
Male rape Support Fund	
Family Matters & East Kent Rape Crisis Centre - dedicated provision for male victims of SV plus research into barriers to accessing services	31,504.00
ISVA funding	
Family Matters - Specialist gangs ISVA	68,800.50
East Kent Rape Crisis Centre - Specialist student ISVA	68,800.50
Family Matters - 1 ISVA Manager post	33,872.00
East Kent Rape Crisis Centre - 1 child mental health support ISVA	29,275.54
IDVA funding	
Dads Unlimited - Provision of a male IDVA service	77,698.68
East Kent Rape Crisis Centre - 1 hybrid ISVA / IDVA post EOI fund	30,470.46
Kent & Medway NHS - Hospital IDVA	17,053.50
Kent Integrated DA Service - Additional 4 IDVAs to support the countywide contract	133,333.33
New Leaf Support - 3 IDVAs	44,145.00
Oasis DA Service - 1 IDVA to support the Medway contract	35,575.00
Rising Sun Domestic Violence & Abuse Service - 3 IDVAs	116,574.00
SATEDA - additional adult & child caseworkers	67,014.31
Sign Health - IDVA for young people & adult deaf DA victims	61,920.00
Victim Services - Stalking Advocacy Service additional capacity	10,376.30
Critical Support Fund - COVID Response Fund	
Advocacy After Fatal DA - Additional capacity due to staff sickness	1,500.00
Oasis DA Service - Additional refuge cleaning resulting from COVID	800.00
Dads Unlimited - Staff costs due to increased complexity of cases	8,500.00
Dandelion Time - Additional capacity due to staff sickness	3,000.00
DAVSS - Staff costs due to increased complexity of cases	9,036.00
Health Action Charity Organisation - Additional capacity due to staff sickness	2,500.00
The Mary Dolly Foundation - Deliver additional capacity	4,400.00
Rubicon Cares - Manage increased demand resulting from lockdown	10,000.00
SATEDA - Staff & resource costs due to rising demand resulting from COVID	2,000.00

² Under Section 3.2 of the MoJ's Grant Agreement for victim services, PCCs must specify the Support Services they have commissioned or provided with a Grant, including referral services, in any Annual Report they produce pursuant to Section 12 of the Police Reform and Social Responsibility Act 2011.

Key Financial Information 2021/22

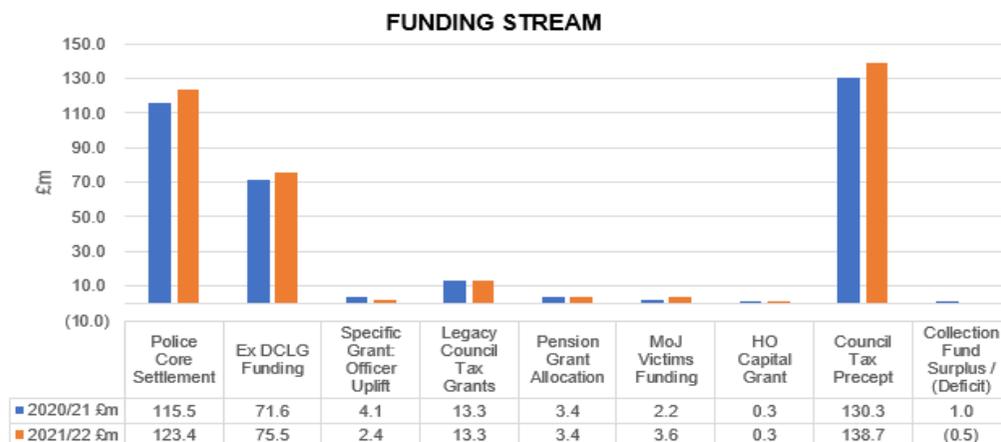
On 17 December 2020, the Policing Minister announced the provisional police grant allocation for each force area for 2021/22. The headlines nationally were:

- Core Policing Grant (including the Police Uplift Programme (PUP) grant) increase from £7.8bn to £8.2bn, an increase of 5.3% or £413.6m.
- £15 precept flexibility for all PCCs, or equivalent.
- 75% of council tax losses (due to Covid) to be compensated.
- No increase in the pension grant allocations compared to 2020-21.
- No increase in Capital grant.
- £52.3m capital funding for national priorities and infrastructure.

The settlement outlined the Policing Minister's expectations in return for the additional funding invested in policing. These were:

- Forces to recruit another 6,000 officers by the end of March 2022 (some of these officers were expected to go into Counter Terrorism Policing, Regional Organised Crime Units and the National Fraud Intelligence Bureau).
- £120m efficiency savings from across the law enforcement sector (reflected as part of the funding settlement). These were expected to be delivered through a combination of improved procurement practices as well as savings in areas such as estates and shared services. They were broken down as follows:
 - £95m against Core Policing Grant;
 - £8m against Counter Terrorism policing;
 - £2.8m from the National Crime Agency; and
 - £14.2 from programmes within reallocations.
- High quality data to be collected and used to support local delivery, identify efficiencies and support the National Policing Board's drive to deliver the best possible outcomes within policing.

Locally, as a result of the settlement, the funding received by Kent was as follows:



The 2021/22 settlement was not as positive as initially hoped when a three-year Comprehensive Spending Review (CSR) was expected to be announced, but it did continue to provide funding for the increase in police officers that is being driven nationally. Other inflationary costs, such as the pay increase and general price increases were not included. These had to be funded through precept and savings.

In 2021/22, I elected to increase the precept by £15, the maximum allowable under the referendum principles. This was supported by the Police and Crime Panel in February 2021. The central government funding totalled £221.9m and council tax totalled £138.2m giving overall funding of £360.1m

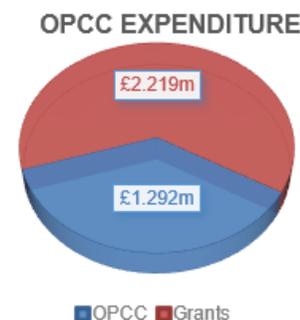
Revenue Outturn

PCC Expenditure

My net budget consists of the costs of running my office and the grants that I provide to support projects across Kent.

This chart shows a breakdown of that expenditure.

The expenditure included an underspend of £0.5m that was transferred to the OPCC Reserve. This resulted from a combination of grant funded projects that either did not occur during the year or cost less than anticipated and a number of staff vacancies within the office. Held within the OPCC Reserve, it can be used in future years to fund other special projects. The £0.5m is included in the table below.



PCC and Group

The final position on my revenue budget and the Group is shown below:

Subjective Category	2020/21	2021/22		
	Net Expenditure £'000's	Budget £'000's	Actuals £'000's	Variance Over / (Under) £'000's
Police pay	212,250	212,838	219,631	6,793
Police Staff Pay	94,724	93,477	97,078	3,601
Other Pay Costs	12,291	14,064	14,888	824
Total Pay	319,265	320,379	331,597	11,218
Police Overtime	7,924	5,896	9,812	3,916
Police Staff Overtime	1,898	1,177	2,091	914
Total Overtime	9,822	7,073	11,903	4,830
Premises	21,377	22,949	19,342	(3,607)
Transport	8,146	8,311	8,542	231
Supplies & Services	35,308	31,129	34,458	3,329

Third Party Payments	16,736	11,265	11,754	489
Total Running Expenses	81,567	73,654	74,096	442
Capital financing & contributions	1,352	1,122	3,216	2,094
Expenditure Sub-total	412,006	402,228	420,812	18,584
Income				
Sales, Fees, Charges & Rent	(4,661)	(5,316)	(6,389)	(1,073)
Interest / Investment Income	(186)	(287)	(223)	64
Reimbursed Services	(57,954)	(23,533)	(40,631)	(17,098)
Transfers to Revenue & Capital Reserves	8,775	2,751	520	(2,231)
Total Net Expenditure	(54,026)	(26,385)	(46,723)	(20,338)
Partnership Funding	(18,096)	(25,563)	(22,416)	3,147
Overall Total	339,884	350,280	351,673	1,393

Revenue variances included pressures from officers, police staff costs, legal costs, insurance costs and transport costs. Additional income was received to help offset some of the pressures.

The overspend of £1.4m was covered by the Budget Support Reserve.

Investment Budget

Investment Expenditure includes both capital and revenue expenditure on our assets such as property, vehicles and IT infrastructure which have a longer-term life, greater than one year. This is funded through a combination of Government grant, use of reserves, capital receipts and borrowing. Capital receipts are the proceeds of the sale of an asset and can only be used for capital expenditure.

The approved Investment budget for 2021/22 was £25.3m of which £21.8m related to the capital element and £3.5m revenue set up costs. The revenue costs of the Investment programme were £0.3m and mainly related to IT expenditure.

The final position on the Investment budget for the Group is shown below:

Provisioning Department	2020/21	2021/22		
	Actual Expenditure £'000's	Revised Budget £'000's	Actual Expenditure £'000's	Over / (Underspend) £'000's
IT Department	5,020	8,418	4,492	(3,926)
Estate Department	637	7,029	1,821	(5,207)
Transport	2,462	2,830	1,798	(1,032)
ANPR Department	459	265	266	1
Ashford Re-Modelling	285	5,551	2,691	(2,860)
Project Zenith	1,450	683	502	(181)
Other	1,241	516	395	(120)
Total	11,554	25,291	11,965	(13,326)

The Investment budget was made up of £21.8m for capital expenditure and £3.5m for revenue expenditure linked to capital projects.

The capital expenditure for 2021/22 was £11.6m, this was an underspend of £10.2m, of which £2.9m related to delays in the Ashford remodeling and £5.1m of other estate projects. Many projects were disrupted and hence delayed due to Covid and a shortage of supplies. The remaining underspend of £2.2m related to IT, Transport and other small ad hoc projects.

The revenue expenditure of the investment programme was £0.3m, an underspend of £3.2m. This underspend related mainly to the IT department and included costs originally budgeted as revenue, but transferred to capital expenditure following a review of the accounting treatment for external staff linked to capital projects.

Capital Funding 2021/22

The capital expenditure was funded from capital receipts, contributions from revenue and capital grant totaling £3.6m (31%). Internal borrowing was £8.0m (69%) which will be repaid from the revenue budget over future years based on the life of the asset.



Reserves

Reserves are funds set aside that I may use to provide services, subject to the need to maintain a prudent level and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). These are the reserves that I use during the year to fund investment opportunities or the capital programme. Any underspend at the end of the year is transferred into usable reserves. Any overspend at the end of the year is a transfer out of usable reserves.

Usable Reserves	As at 31/03/21 £'000's	As at 31/03/22 £'000's	Movement £'000's
General Fund	6,985	10,508	3,523
Risk			
Insurance	2,748	3,528	780
Policing Opportunity:			

OPCC	88	595	507
Budget Support	9,894	5,289	(4,605)
Op Brock / Stack Contingency	0	1,500	1,500
Leased property dilapidation & maintenance	101	85	(16)
Investment Reserve			
Investment Reserve	385	373	(12)
Total	20,201	21,878	1,677

The General Reserve was reinstated to the minimum of 3% Net Revenue Expenditure (circa £10.5m) at the start of 2021/22. The Budget Support Reserve is a contingency for unexpected budget pressures that may be identified during the year. The Operation Brock / Stack Contingency Reserve was set up specifically to assist in policing the port of Dover.

Treasury Management

I invest surplus funds in accordance with the Treasury Management Strategy, which is agreed each year. The 2021/22 strategy set out a clear set of investment parameters to maximise the return with minimal risk.

Investments

The following shows a breakdown of our investments by type:



The total value of investments at the year-end amounted to £20.2m. £5.4m was classified as long-term investments and £14.8m as Cash and cash equivalent. There were no Short-Term Investments at year-end.

Aside from the PFI contracts, I have no other external debt due to a longstanding policy of using reserves and now using internal borrowing against cashflow to fund capital expenditure.

Medium Term Challenge

Kent Police costs the public around £350m to run per annum. The Medium Term Financial Plan (MTFP) is jointly owned by me and the Chief Constable. The plan incorporates the Revenue Plan, the Reserves Strategy, the Capital Strategy including the Investment Programme, the Treasury Management Strategy and my Commissioning Strategy covering the five-year period 2022-2027.

Revenue overview

The MTFP is agreed each February as part of the budget and precept setting process and is updated and refreshed throughout the year as further information becomes available. For obvious reasons there is more certainty around the figures included in the early years than those towards the end of the plan. The plan is prepared between my CFO and the force CFO and several optimistic and pessimistic scenarios are produced with a number of differing underpinning assumptions. These are discussed with the Chief Constable, me and our respective senior leadership teams before the final version is completed. The MTFP is a living document and updated regularly with any major changes.

Future funding

The 2022/23 Provisional Settlement was announced on 16 December 2021 in a written statement by the Policing Minister. The settlement followed completion of the first three-year Comprehensive Spending Review (CSR21) for several years, the result of which was announced in the autumn of 2021. The Minister confirmed that policing would receive an extra £550m in 2022/23, a further £100m in 2023/24 and £150m in 2024/25 (£800m over 3 years) and it was suggested that as well as the PUP funding this would give forces enough resource to fund a pay rise, in line with the end of the public sector pay freeze in 2022. The settlement also provided me with the flexibility to increase funding in each year of the CSR21 period with a £10 council tax referendum limit and confirmed that I would no longer receive any capital grant funding.

The announcement of the 3-year CSR21 with confirmed funding for the PUP and the expectation that funding for pay awards and the government-imposed increase in National Insurance would be included raised hopes that the 2022/23 settlement would be a positive one for policing and provide multiyear allocations. However, when the settlement was announced it provided only one-year allocations and was not as positive as expected.

The settlement requires us to continue with our recruitment towards the PUP by recruiting 195 officers, 50 officers more than last year, pay the increased employers' element of the National Insurance increase and provide a pay award for all officers and staff with less funding per officer than 2021/22. This suggests that the Government are expecting me to use the precept flexibility to cover these cost pressures as well as other inflationary pressures. Even with the increased flexibility given to me over precept rises, savings will still be required as inflationary pressures and pay rises will be greater than the income generated.

Although funding to policing has increased in recent years it is worth putting into context recent funding settlements; since 2010 government funding for PCCs has fallen by 16.6% in real terms. Even when the precept is included, police funding in Kent has fallen by 2% in real terms over the same period.

Savings

The table below shows that over the next five years, Kent may have to make savings in the region of £37m. While the force has a good track record of identifying savings ahead of schedule, the changes in savings required for each year will need careful management. Any changes in the assumptions in the MTFP, for example in the level of government grant received, could lead to a change in the amount of savings to be made.

Based on these assumptions the savings profile is as follows:

Savings	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Increase in our cost pressures	29.3	21.9	12.5	11.5	12.1
Increase in our Funding	22.5	10.1	8.1	4.7	4.9
Savings Requirement (funding gap)	6.8	11.8	4.4	6.8	7.2
Total Savings Requirement (cumulative)	6.8	18.6	23.0	29.8	37.0

The savings requirement is effectively the gap between our increasing cost pressures and our funding. These savings are a forecast for the future and will change. The force seeks early opportunities to identify savings and deliver them wherever possible. Any savings identified and not required to meet the savings targets will be taken into reserves to help protect against unexpected cost increases in future years.

The force has a savings plan to cover much of 2022/3 and options for 2023/24 with consideration towards opportunities for future year savings. CSR21 announced that I have the ability to raise the precept by £10 in each of the next three years, to 2024/25. I took the increase of £10 in 2022/23 but do not make any presumption on future precept increases until the appropriate time, however, the impact of the precept increase has been modelled. If I were to increase the precept in each of the two years following 2022/23 then the savings target would over the medium term reduce by £7.6m to £29.4m. The savings targets for 2023/24 and 2024/25 would reduce to £8.2m and £0.8m respectively.

To progress the savings for 2022/23 and future years, there are several initiatives, including spend to save, productivity gains from technology, evaluating activities through a dedicated review team, and driving for affordable levels of vacancies. It is recognised that the delivery of savings becomes harder each year so there are also longer-term plans that will generate significant savings including the move away from the former Police Headquarters site on Sutton Road. Savings of this magnitude will require difficult decisions to be made around staffing levels within the organisation. All decisions will be carefully managed to protect the welfare of staff and minimise the impact on frontline policing.

Independent Review of Deaths and Serious Incidents in Police Custody

Police custody may only be used where it is both necessary and proportionate to the investigation of an offence. Detainees in police custody are often among the most vulnerable in society and there is a significant duty of care on the police.

As Home Secretary, Theresa May commissioned the independent review of deaths and serious incidents in police custody, and appointed Dame Elish Angiolini as independent chair. The review published its [report](#) on 30 October 2017, making 110 recommendations for improvement. The [Government's response](#) was published on the same date.

In recognition of PCCs being accountable to the public, and responsible for holding police forces to account, the report included the following recommendation:

‘Recommendation 53 - PCCs should report annually on deaths and serious incidents in police custody in their jurisdictions’.³

The IOPC requires forces to submit a mandatory referral relating to deaths or serious injuries (not incidents) in custody. The IOPC define ‘serious injuries’ as *‘those where there is a significant impairment, either temporary or permanent, to a person’s functional abilities. This can either be physical, for example, broken arm, deep cut or laceration, ruptured spleen, or loss of consciousness; or mental, for example, personality change, memory loss or epilepsy, as a result of brain injury’*.

In 2021/22, a total of 25,407 people were processed through Kent custody suites. I can report that the force recorded one death in police custody where a detainee was found unresponsive in a cell and later died. The incident was independently investigated by the IOPC resulting in Kent Police receiving recommendations; unfortunately their report has not been published yet.

The force also recorded 13 ‘serious injury’ incidents in police custody. It is important to note the majority involved no lasting injury and they predominantly related to self-harm and collapses caused by prior consumption of drugs or alcohol.

Among the most important safeguards available to those in police custody are Appropriate Adults, who ensure that both children and vulnerable adults understand custody processes, and that their rights and entitlements are respected. ICVs managed by my office also have a key role to play in safeguarding people detained in police custody.

Whilst I acknowledge that due to the nature of policing it is impossible to entirely eradicate deaths and serious incidents in police custody, I am reassured that Kent Police takes all reasonable steps to minimise the risks as far as possible, and that when such incidents do occur, they have procedures in place that are efficient, effective and humane.

³ The report does not include a definition of ‘serious incident’ and it is not a term that the IOPC or forces use.

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

Post: Office of the Police and Crime Commissioner
Kent Police
Sutton Road
Maidstone
ME15 9BZ

Phone: 01622 677055

Website: www.kent-pcc.gov.uk

Twitter: [@PCCKent](https://twitter.com/PCCKent)

Instagram: [@pcc_kent](https://www.instagram.com/pcc_kent)

Facebook: [KentPCC](https://www.facebook.com/KentPCC)

Nextdoor: Kent PCC