



Annual Report

2016 - 2017

Version: Final

Commissioner's Introduction

Thank you for reading my first Annual Report. This report provides an overview of some of the work that I, supported by my office, have undertaken in the period since I took up office on the 12 May 2016 to 31 March 2017.

The job of a PCC is to make sure people's priorities for policing in their area are listened to, taken seriously, and acted upon by the police. That is why I have invested in visible policing within local communities, as well as specialist firearms officers to counter the threat posed by terrorist activities.

I have worked hard to ensure that there are resources to cut crime and reduce re-offending in all parts of the county, and taken action to tackle the harm caused by anti-social behaviour, domestic abuse, violence and substance misuse. I have strived to put victims at the heart of the justice system to ensure they get the support they need.

I have looked at how Kent Police can deliver a better service whilst ensuring value for money by implementing new technology and building strong relationships with other emergency services.

I have also started on a journey that will see the approach to mental health revolutionised, ensuring those with mental health issues who come into contact with the police, for whatever reason, receive the appropriate support without taking up valuable police time. In addition, I have engaged with officers and staff to ensure they have access to the right support when they need it.

During my election campaign I outlined my Six Point Plan for delivering effective policing in Kent which was subsequently incorporated into my interim September 2016 to March 2017 Police and Crime Plan. This Annual Report is structured around the six priorities within this plan, namely:

- Cutting crime and reducing re-offending
- Delivering value for money
- Visible, effective and dedicated policing
- Putting victims at the heart of the justice system
- Tackling the misery caused by abuse, substance misuse and anti-social behaviour
- Revolutionising the approach to mental health

Policing Budget 2016/17

In 2016/17, the annual budget for gross spending on policing and community safety was £313.3m, broken down as follows:

<u>Kent Police budget by subject area</u>	2016/17 £m
Pay and overtime	258.7
Premises related	21.3
Transport related	7.6
Other supplies and services	28.7
Office of the PCC	1.5
Grants and victim services awarded by the PCC	4.2
Savings required	-8.7
Gross police and community safety spending	313.3
Less local income and specific grants for policing	29.2
Less specific grant for victims services	2.1
Less contribution from reserves	3.9
Net police and community safety spending	278.1
Financed by:	
General policing and legacy grants	186.2
Council tax precept	91.9
Net financing	278.1

The final accounts will be concluded in September 2017.

2016/17 Progress

• Cutting crime and reducing re-offending

Public safety and security is my top priority, and I have ensured the force has the right resources in the right places to cut crime in urban, rural and coastal areas. My support for increasing visible policing has helped in achieving this aim, as I firmly believe that police on the beat helps to cut and prevent crime, whilst also providing reassurance.

Diverting young people away from crime

I awarded grants worth £68,276 from my Youth Diversion Fund to fifteen organisations that provide activities to divert young people away from crime and anti-social behaviour.

It's really important that projects I support financially are wise investments that benefit local people and communities. As well as providing activities, many of the organisations also give young people skills they can take away and use in the future. Recipients included:

- West Kent YMCA: Foundations for the Future Project - Tunbridge Wells
- Health Action Charity: HACO African Youth Project - Gillingham
- Higham Youth Club: Youth Engagement Project - Higham
- Young Kent: Catalyst Programme - Countywide
- Kenward Trust: Think Differently Programme - Kent & Medway
- Shepway Communities Social Hub: Emerging Communities Sports Project - Shepway
- CVQO: Hard to Reach Leadership Programme - Maidstone
- CXK: NEET and Tidy Project - Swale/Canterbury

Restorative justice

PCCs are responsible for commissioning Restorative Justice schemes and it is my intention to award a new contract from October 2017. To inform this work, I consulted with the public and partners to help me understand the Restorative Justice landscape and opportunities to develop and enhance future provision. In the interim though, I earmarked £100,000 to be shared between SALUS who continue to deal with referrals for young people and Kent Mediation Service who deal with adult referrals.

Restorative Justice is not a form of punishment. If both parties agree, the process is in addition to whatever sentence the offender may receive. It is also important to stress that if a victim doesn't feel that Restorative Justice is right for them then there is no pressure to enter into the process, but at its best Restorative Justice can empower victims to understand they are not to blame for what has happened.

For further information on Restorative Justice, click [here](#).

Kent Volunteer Police Cadets

When I took up office, one of my first decisions was to allocate £80,000 over two years to support Kent Police in re-launching a Volunteer Police Cadet programme, which includes support for hardship.

I consider it really important to provide young people with opportunities to get involved in activities which support community policing and to learn about responsible citizenship. Following the success of cadet programmes in other areas of the country, I also felt it was worth exploring in Kent.

The Police Cadet programme 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.

To date there are six district based units in Tonbridge, Canterbury, Medway, Maidstone, Dover and Gravesend with approximately 275 cadets. It is anticipated that once units are established across the county, there will be approximately 600 cadets.

For more information on the Police Cadet programme, click [here](#).

- **Delivering value for money**

Use of technology

With the increasing demands on policing, and limited resources, forces nationally are looking to 21st Century technology and new innovation to deliver services more efficiently and effectively.

The Chief Constable has a digital strategy that aims to utilise and leverage technology to provide improved services with greater efficiency. That is why I invested in the region of £2m to enable the deployment of 2,000 Samsung Galaxy Note 4 smartphones to frontline officers - a significant step towards cutting bureaucracy and equipping the workforce for the challenges of today.

Officers can now conduct their own checks on the street and also complete a range of transactions without the need to return to the police station. The aim is to enable officers to stay on patrol longer and improve efficiency and costs across a range of police functions within Kent.

The Body Worn Video (BWV) roll-out has seen 2,300 units being issued to frontline officers. It is anticipated that the investment will pay for itself within two years, with benefits including:

- victims not having to attend court, as based on the footage, offenders are pleading guilty earlier;
- a reduction in complaints as offenders and/or officers are modifying their behaviour; and
- an improved service to the public as officers are spending less time at court and supervisors are not dealing with so many malicious complaints.

I am committed to protecting the frontline and using smarter ways of working to ensure all communities across the county receive a quality service.

Her Majesty’s Inspectorate of Constabulary (HMIC)

PEEL is a HMIC annual assessment of police forces in England and Wales. Forces are assessed on their effectiveness, efficiency and legitimacy. They are judged as outstanding, good, requires improvement or inadequate based on inspection findings, analysis and professional judgment.

Therefore, I am very pleased that based on PEEL 2016, HMIC judged Kent Police to be one of the top performing forces in the country. However, this must not be a one-off and must be maintained in future years.

The force was assessed as ‘Good’ for Efficiency, ‘Good’ for Effectiveness and ‘Outstanding’ for Legitimacy - the only force to achieve this judgement in two consecutive years (see below).

Efficiency	Effectiveness	Legitimacy
How efficient is the Force at keeping people safe and reducing crime? Good	How effective is the force at keeping people safe and reducing crime? Good	How legitimate is the force at keeping people safe and reducing crime? Outstanding
1. How well does the force understand the current and likely future demand? Outstanding	1. How effective is the force at preventing crime, tackling ASB and keeping people Good	1. To what extent does the force treat all of the people it serves with fairness and respect? Outstanding
2. How well does the force use its resources to manage current demand? Good	2. How effective is the force at investigating crime and reducing re-offending? Good	2. How well does the force ensure that its workforce behaves ethically and lawfully? Good
3. How well is the force planning for demand in the future? Good	3. How effective is the force at protecting those who are vulnerable from harm, and supporting victims? Good	3. To what extent does the force treat its workforce with fairness and respect? Outstanding
	4. How effective is the force at tackling serious and organised crime? Good	
	5. How effective are the force’s specialist capabilities? Not graded	
	Comment: Kent Police has good plans to mobilise in response to the threats set out in the Strategic Policing Requirement.	

HMIC also assessed leadership across the force. This led to a narrative (as opposed to judgement) that confirmed Kent Police is ‘a well-led force’.

For further information on Kent’s PEEL Assessment, click [here](#).

Firearms licensing

As a rural county, Kent has a large number of registered firearms owners - approximately 25,000 - many of whom include land owners, farmers, and members of gun clubs.

When I arrived there was an issue with the length of time it was taking Kent Police to process renewals, and grants of new certificates. Firearms licensing is an important legal process that is in place to help maintain strict gun laws. Residents applying for certificates are simply trying to comply with legislation, and so I released £39,000 to ensure extra staff were available to help clear the backlog of licence renewals and new applications, which stood at around nine months.

The funding has provided a dedicated member of staff on a 12 month temporary contract, and I'm pleased to report the situation has improved significantly. For grants between July 2015 and January 2016, the average turnaround time was 176 days. It has now reduced to an average of 42 days.

Dedicated Complaint Managers

Historically Kent Police was effective in the administration, management and investigation of complaints. However, in recent years it has struggled with the increasing amount of complaints being reported - a national trend not one unique to Kent - and the increasing complexity which surrounds such matters.

The vast majority of complainants are either 'victims or witnesses'. They are members of the community expressing dissatisfaction with the service they have received. It is therefore incumbent on Kent Police to provide a quality service to such individuals and put them 'at the heart' of policing.

Historically, Sergeants and Inspectors have investigated complaints; however they have a day to day focus on more critical issues (e.g. high risk missing persons) and limited time to deal with them. To address this, I provided funding for a dedicated Complaint Manager on each of the three Divisions to manage 'live' complaints; improving investigation times and ensuring better communication with complainants.

- **Visible, effective and dedicated policing**

Police officers, Special Constables and police staff do so much for us all in the line of duty. Coming from a policing family, I understand and appreciate what they do for us out on the beat every day.

One of my most important functions as the PCC is to ensure Kent Police has the resources to deliver effective policing across the county.

Protecting the frontline

I am keen to deliver the things that residents want to see, and of course number one on that list is usually boots on the ground.

Whilst this has been more difficult in recent years, I welcome and have supported the Chief Constable's plan to recruit:

- 400 police officers over 18 months, increasing the overall number to 3,260;
- 50 Police Community Support Officers (PCSOs), to maintain the overall number at 300.

In March 2016, the force had 3,182 officers, and whilst some new recruits have replaced officers who have chosen to move on, overall the number of police officers in Kent increased to 3,247 (March 2017). Not only have I had the pleasure of meeting many of the new officers at their Passing Out parade at the end of their initial training, but clearly this is great news for local communities across the county.

To strengthen Local District Policing Teams, I am also committed to maintaining PCSO numbers. To achieve this, and to protect the number in the event that some choose to progress and become warranted police officers, the force has embarked on a recruitment drive to find another 50 PCSOs - the first recruits in two years. As at March 2017, the number stood at 287.

PCSOs fulfil a number of important roles in the community and it has been a pleasure meeting many of the recruits and welcoming them to the force. I will continue to support them in their work preventing crime and anti-social behaviour and in providing a local reassuring presence within communities.

Tackling terrorism

Tackling radicalisation and terrorism is a key concern. However, the nature of the threat has changed. In terms of public safety, the first few hours are the most vital and Kent Police must have the capability to mount an instant, immediate response.

As the gateway to Europe, with over 30 million people travelling through our borders annually, the county is in a unique position. In the event of a serious incident, it is important that Kent Police has the resources it needs - including firearms officers - to provide a suitable response irrespective of whether that incident happens in an urban, rural or coastal community.

Following the Paris terrorist attack in November 2015, the Home Secretary asked all forces to increase their firearms capability by up to 50%. That is why, when I took up office, I supported the plan to use money raised by the council tax precept to increase the force's firearms capability to the required level. In March 2016, the force had 84 firearms officers, it is anticipated that by January 2018 this will have increased to 100. The security of the people of Kent is my priority.

Wider policing family

I am very supportive and appreciative of the work of Special Constables and other volunteers who work with, or alongside, Kent Police to keep communities safe and tackle issues of concern.

Each year, Special Constables in Kent provide thousands of hours of policing which is a magnificent achievement. These unpaid volunteers 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 local communities.

Kent Search and Rescue (KSAR) volunteers support Kent Police in finding missing people. By the very nature of many who go missing, they often have poor mental health and are those who feel they have nothing to live for, or are vulnerable through illness, dementia etc. To support KSAR's vital work, I funded equipment for their new control vehicle which acts as a briefing and co-ordination centre, as well as a rest facility for volunteers who may be called upon to conduct searches 24/7 and in all weathers.

I would like to publically say well done and thank you to all the ordinary individuals who perform such extraordinary roles and help to keep communities safe.

• Putting victims at the heart of the justice system

Victims of crime deserve to see offenders brought to justice and to receive the right support to help them recover and move on with their lives. They have to deal with the police, go to court, perhaps even give evidence and await a verdict - as well as deal with the emotional after-effects of a crime.

I want a service that puts victims first and foremost, in which they are treated as individuals and not simply a statistic.

Supporting victims and witnesses

My victim services commissioning approach consists of the following:

- Compass House;
- Core Victim Service; and
- Specialist Victim Services.

Compass House

Compass House in Ashford was launched in June 2015 and is the co-located hub for victim services in Kent. It aims to provide a central point through which victims and witnesses can access support services whilst also encouraging those services to work together more collaboratively. Victims are not required to visit Compass House.

In addition to Victim Support, as the commissioned service provider and Kent Police's Witness Care Unit, in May 2016 my office facilitated the co-location of the nationally commissioned Citizens Advice Court Based Witness Service within Compass House.

Other facilities provided at Compass House include:

- a staffed reception / welcome desk;
- support / counselling rooms for face-to-face meetings;
- two Live Link suites, for vulnerable witnesses to provide evidence at court remotely;
- private waiting room;
- training room; and
- 'hot desk' facilities.

These continue to be utilised regularly by organisations, free of charge, that support victims in Kent.

Core Victim Service

Following a thorough tendering process and funded through a Ministry of Justice (MoJ) grant, on 1 April 2016 the independent charity Victim Support was awarded a three-year contract to deliver support services to victims of crime, from Compass House.

The service focuses on providing a tailored and individual response for victims reporting to Kent Police, British Transport Police or Action Fraud. The service is also accessible to those who do not wish to report a crime to the police.

The contract means:

- calls being answered by staff in Kent instead of a regional centre;
- victims of a greater range of crime types being helped;
- the use of more convenient contact methods to provide greater accessibility.

In recognition that some people face barriers when trying to access services, victims can also make face-to-face contact with Victim Support through Compass Points located in local communities. Compass Points are held in a variety of locations and open for two hours every week, providing a discrete service for people affected by crime either on a walk-in basis or by booking an appointment in advance.

For further information on victim and witness services, click [here](#).

Victim Specialist Services Fund

Whilst Victim Support provides the core support service, it's vital that victims of crime get the help they need to cope with what's happened to them. People can be affected by crime in many different ways, and that's why there is a need to ensure appropriate specialist support services are in place, such as trauma counselling and support for sexual assault victims, that treat people as individuals and offer support tailored to their needs. These specialist services need to work in collaboration with the core support service to ensure there are effective referral pathways for victims to access the right services.

In June 2016, I awarded grants worth a total of £450,671 to thirteen organisations. The money went to groups specifically offering support to children and young people, victims of hate crime and male victims of crime, as well as therapeutic services and trauma counselling. Recipients included:

- Dandelion Time - Maidstone
- Family Matters - Countywide
- Juvenile Justice International - Countywide

- MCCH - Countywide
- Rubicon Cares - Countywide
- Sign Health/DeafHope - Countywide

To view an interactive map of where services have been commissioned, click [here](#).

The MoJ also allocates funding to PCCs specifically to support child victims of sexual assault. In 2016/17, Kent's share was £146,225, of which an initial £96,000 was awarded to three groups in April, prior to my taking up office.

I awarded the remaining £50,000 to two charities, with each receiving £25,000. Family Matters used the funding to provide more therapy sessions for under-18s and their families, and also towards the cost of a Child Independent Sexual Violence Advisor (ISVA). East Kent Rape Line used its share to fund a second ISVA.

Victims of child sexual abuse need and deserve specialist help. It is not enough just for the police to go after the offenders, we also have a duty to provide counselling for victims to help them try to come to terms with what has happened and to move on.

Reducing waiting times

To reduce counselling session waiting times for sexual assault victims to under six weeks, I also provided £20,000 funding to both East Kent Rape Line and Family Matters to provide specialist therapy and counselling to victims of rape and sexual abuse from 1 October 2016 to the end of March 2017.

• Tackling the misery caused by abuse, substance misuse and anti-social behaviour

There is no place for violence or abuse in society. I want to ensure victims get the support they need while perpetrators are brought to justice.

Drug addiction causes misery for individuals, their families and those whose lives it impacts upon, either through crime or anti-social behaviour. I want to support schemes that tackle substance misuse from a criminal perspective, and also assist those who want to tackle their addiction.

Domestic abuse victims

Male victims of domestic abuse are a particularly hard-to-reach group, and I have worked in collaboration with partners and local organisations to ensure victims of domestic abuse, whether male or female, including the Lesbian, Gay, Bisexual and Trans (LGBT) community, are able to access appropriate support services.

In addition to the recipients listed previously, a number of domestic abuse services received a share of the £450,671 allocated under my Victim Specialist Services Fund:

- Choices DA Service, £45,145 - West Kent and Medway: provision of an Independent Domestic Violence Adviser for men and LGBT victims.
- DAVSS (Domestic Abuse Volunteer Support Services), £10,546 - West Kent: a nine-month project offering enhanced support to male victims of domestic abuse, including gay, transgender and disabled men.
- SATEDA (Swale Action to End Domestic Abuse), £23,297 - Swale: direct access to support, advocacy and advice for victims of domestic abuse, whether male or female through a range of service provisions.
- Rising Sun, £34,895 - Canterbury and Ashford: to teach organisations and different age groups about healthy relationships and domestic violence.

Drug and alcohol misuse

Drug and alcohol misuse causes a wide range of problems for families and communities as well as for the person with the drug or alcohol problem. I have funded drug and alcohol misuse programmes in order to support individuals to turn their lives around, and tackle the harm that can be caused in communities.

In 2016/17, I provided £301,449 funding to Kent Drug and Alcohol Action team and £59,042 to Medway Drug and Alcohol Action Team. As partnerships combining representatives from local authorities, police, health, probation, prison and the voluntary sector, I consider Drug and Alcohol Action Teams critical for providing effective and accessible preventative information, treatment, support and recovery services.

They help individuals to reduce their alcohol or drug use and improve their physical and mental health, families to cope with the problems associated with alcohol or drugs misuse and as a result, local communities benefit from less alcohol or drug related crime and anti-social behaviour.

Knife crime initiative

I supported a secondary school education programme for teenagers to learn about the dangers of gang culture and carrying knives.

Following the success of events with Glenda Crittenden, a Kent mother whose 21-year-old son died after being stabbed, and Francis Osei-Appiah, an ex-gang member who spent his teens in prison, I provided £4,500 funding to enable the programme to be delivered to Year 10 and 11 pupils at 36 schools across the county.

This hard-hitting initiative teaches young people that carrying a knife or getting involved in a gang can have a devastating effect on not only their own lives, but the lives of others too.

• Mental health

Around one-third of all Kent Police time is spent dealing with cases involving mental health. This cannot continue. It is more often than not the reason why police officers are taken away from frontline policing, instead spending their time waiting for a Section 136 suite to become available or sitting around waiting for patients to be seen in Accident & Emergency (A&E).

This is not fair on the officers and it means local communities miss out because their frontline officers are being taken away to deal with mental health cases when someone else, with the right skills, should be supporting the individual in crisis.

I am equally committed to ensuring officers and staff receive appropriate mental health training and have access to specialist support to promote their own wellbeing.

Government funding

In October 2016, the Department of Health awarded £8.4m for 47 projects across the country to ensure those in mental health crisis do not end up in police cells. This included three successful bids from the Kent and Medway Mental Health Crisis Care Concordat, of which my office is a member.

In total, the county received £59,000 funding for the following three projects:

- A Crisis Café in Tonbridge, run by West Kent Mind and aimed at reducing the number of people detained under Section 136 by providing an alternative and more appropriate place of safety;
- A mobile engagement vehicle, used by the Thanet Community Safety Partnership to provide information and advice in the community;
- A secure response vehicle, for use by KMPT to transport those in crisis from places of safety to appropriate care facilities.

Increasingly the Government is allocating its funding where agencies - including the police, fire authorities, the NHS, local councils and charities - can demonstrate an ability to collaborate and work in partnership. The signatories to the Kent and Medway Mental Health Crisis Care Concordat must work even closer in future to continue to draw on vital sources of funding such as this.

Street triage

Kent Police and KMPT have developed a community street triage service, similar to that run previously in Kent, to provide the best and most appropriate care for those suffering a crisis.

Initially running in Thanet and Medway, the service sees a qualified health practitioner accompanying police officers to incidents involving someone suffering a mental health crisis at key times.

Police officers receive mental health training in the same way they receive first aid training, but they are not medical experts. The street triage service ensures those in crisis receive medical help and provides officers with access to on-the-scene advice from an expert to help them make informed decisions.

Mental Health and Policing Fund

From 1 March 2017, my office began accepting bids for funding from the Mental Health and Policing Fund.

I have ring-fenced £250,000 for projects that help cut the amount of time Kent Police spends dealing with mental health issues. Anyone - particularly representatives of charities or local authorities and even staff and officers within Kent Police - is able to bid for a share

I'm looking for new and innovative projects that reduce pressure on policing through early intervention, raising awareness, counselling, crisis support or the provision of alternative places of safety. I also want to work with those who help protect vulnerable people with conditions like dementia from harm and exploitation.

Importantly, the funding will not be used to support mental health services which are the responsibility of the NHS, or to support those services where statutory funding has been withdrawn or reduced.

Some of the funding has been used to support and develop existing projects such as those below. In addition, the first wave of successful bids was announced in June 2017. Click [here](#) for further information.

Mind counsellors in the Force Control Room

Kent Police began hosting counsellors from the mental health charity Mind in its control room for two nights each week in December 2015, offering support to callers with mental health issues and reducing demand on police officers and staff.

With funding for the pilot due to run out in September 2016, I provided £40,000 to enable the scheme to continue for another year.

Having Mind counsellors working alongside police staff in the control room has made a difference. Vulnerable callers have received a better service by being able to speak to a trained mental health professional, and in some cases, patrols have been diverted from attending calls as a result of their intervention.

Out of hours support

In conjunction with NHS West Kent Clinical Commissioning Group, I have helped fund two new mental health wellbeing cafes.

Run by local branches of the mental health charity Mind, the [Solace Café in Tonbridge](#), and the [Hope Café in Maidstone](#), offer out-of-hours support for people who wish to chat or seek support with any element of their mental health.

I have committed to providing £10,000 to each café annually to prevent mental health problems escalating into a crisis, and unnecessary referrals to emergency services such as Kent Police, A&E and secondary mental health services. They also aim to improve mental health and wellbeing, increase independence and self-management and reduce isolation.

I am also providing £7,000 annually towards the running costs of the Medway Safe Haven Bus. The primary purpose of the service is to offer immediate non-judgemental assistance to people at risk and who present at the vehicle.

Working closely with Kent Police and Medway Street Pastors, the vehicle provides a 'safe haven' for those using the night time economy and needing assistance for a range of issues, including:

- emotional distress and mental ill health;
- drug and alcohol concerns; and
- first aid.

Mental Health and Policing Oversight Board

Issues related to mental health cannot be addressed by the police in isolation. That is why I have established a Mental Health and Policing Oversight Board; to review all of the inter-connected issues and to hold Kent Police, KMPT, the Clinical Commissioning Groups and other services to account on behalf of the public.

Officer welfare

Research conducted by the independent charity Police Dependents Trust shows that members of the emergency services are more at risk of experiencing a mental health problem than the general population, but less likely to seek support.

I have engaged with representative bodies such as the Police Federation, Unison, Superintendents Association and Kent Police Staff Support Groups to understand the challenges officers and staff face, and to identify opportunities to support them now, and in the future.

Feel Well Live Well Programme

This programme which I have funded is designed to enhance the health and wellbeing of officers and staff. The programme is written and delivered by the Welfare and Counselling team. It offers employees a boost in resilience, self-awareness and general wellbeing - equipping people with learning skills and positive coping strategies.

The programme is particularly tailored to those working within an emergency service and the enhanced 'stressors' from shift work, unsociable hours and potential trauma and high stress exposure. It is delivered over four modules of three hours each, spread across a four week period.

The course is open to all on a voluntary attendance basis. In excess of 50 courses have been delivered and the popularity and high attendance rates have contributed to a positive change in attitude and culture towards mental health and wellbeing within Kent Police.

Protect the Protectors Campaign

I support this Police Federation national campaign that calls for:

- a change in legislation, leading to tougher sentences for those who assault emergency service workers;
- better training and access to equipment - wider roll-out of protection measures, such as Taser, body worn video and spit guards;
- more accurate data on police assaults; and
- improved welfare support.

Police officers face extraordinary situations and risks every day and these can often happen in the blink of an eye. Quite simply an assault on a police officer or any other emergency worker is abhorrent and should never be seen as a part of the role they perform for the public.

Dementia friendly training

Alzheimer's Society's Dementia Friends programme is the biggest ever initiative to change people's perceptions of dementia. It aims to transform the way the nation thinks, acts and talks about the condition.

All the staff in my office attended a training session to learn more about dementia, what it's like to live with dementia and the small ways they can help to create dementia friendly communities.

• Other highlights

Holding to account

A key duty of PCCs is to be democratically accountable to the public for the provision of an efficient and effective police force by holding the Chief Constable to account. It is important that these accountability arrangements are visible to the public, and for policing to be responsive to local communities.

To ensure the Chief Constable is robustly held to account, I have improved the governance arrangements; they include:

- Weekly one-to-one meetings with the Chief Constable to discuss topical issues.
- A quarterly Performance and Delivery Board meeting at which the Chief Constable is held to account in public. During 2016/17, I have held three meetings and examples of matters raised on behalf of the public include the delays in firearms licensing and 101 call answering times.
- A joint Audit Committee that looks at financial and risk management as well as internal controls.
- Attendance at the internal Kent Police Culture Board, which is chaired by the Chief Constable and focuses on the development of a culture consistent with the Chief Constable's and my shared Mission, Vision, Values and Priorities.

Extension of Chief of Staff appointment

Under the Police Reform and Social Responsibility Act (PRSRA), PCCs are required to appoint 'a person to be the head of the commissioner's staff'.¹

My Chief of Staff - Adrian Harper - was appointed by the previous PCC in June 2015 on a temporary basis until 30 September 2016 to provide a period of stability.

I'm very pleased that the Kent and Medway Police and Crime Panel supported my proposal to extend Mr Harper's appointment for a further two years, until 30 September 2018.

Appointment of Chief Finance Officer

Under the PRSRA, PCCs are also required to appoint 'a person to be responsible for the proper administration of the commissioner's financial affairs'.

My Chief Finance Officer - Sean Nolan - left the office in August 2016 to join the Chartered Institute of Public Finance and Accountancy (CIPFA) in a national role advising on local government finance.

Following a comprehensive, fair and merit based selection process, and unanimous support from Kent and Medway Police and Crime Panel, I was very pleased to appoint Mr Robert Phillips as my Chief Finance Officer. Mr Phillips commenced in the role on 31 October 2016.

National portfolio responsibilities

All PCCs are members of the Association of Police and Crime Commissioners (APCC) which is a national body that helps PCCs make the most of their ability to influence at a national level. The APCC supports PCCs in providing leadership, and by sharing best practice and identifying opportunities to work together, or paying for services jointly, the APCC helps PCCs to be more efficient and effective.

¹ The Act refers to the position as the Commissioner's Chief Executive, but there is no requirement for the post to be formally titled Chief Executive.

In November 2016, the APCC adopted a new portfolio approach in which individual PCCs were given responsibility for leading on national policy development in 21 portfolio areas. I am very honoured to have been appointed portfolio lead on Performance and deputy lead on Mental Health.

Extension of Chief Constable's contract

In December 2016, I took the decision to extend the contract of Chief Constable Alan Pughsley QPM for a further three years.

I will continue to hold Mr Pughsley to account on behalf of the people of Kent, including in public at my Performance and Delivery Board, and I expect the high standards of personal and professional integrity and ethics within the force to continue. The Chief Constable fully understands that if Kent Police falls short of what the public expects then I will continue to challenge and ask difficult questions.

Mr Pughsley became Chief Constable in January 2014 when he signed a five-year contract. The three-year extension sees him commit to Kent Police until 2022.

Recruitment of Independent Custody Visitors (ICVs)

Managing this scheme is one of my responsibilities and during the year I was really pleased to welcome 24 new volunteers. They completed their training in January 2017, and take the pool of ICVs in Kent to 51, plus two coordinators.

By making unannounced visits to police custody suites, speaking to detainees about their treatment, checking they've received their rights and ensuring conditions are up to standard, ICVs provide a real insight into what is going on behind closed doors and help me to make sure Kent Police is upholding its high standards.

For further information on the Kent scheme, click [here](#).

Public engagement

Tackling local issues requires local knowledge. During 2016/17 I developed a varied engagement programme which enabled residents to have their say on how their streets and communities are policed.

The programme allowed people to express their views in a way which was most convenient for them, including in urban, rural and coastal locations right across the county, and with opportunities outside of normal office hours.

Website development

In March 2017, my office transitioned to [a new website](#) with a number of significant benefits including:

- meeting national accessibility standards and availability in a multitude of languages;
- optimisation for mobile devices; and
- allowing users to request a meeting with the PCC or submit funding bids online.

'Street stalls'

I have actively sought opportunities to engage face-to-face with residents by setting up a 'street stall' in high footfall locations. For example, in autumn 2016 I undertook a tour of shopping centres and supermarkets across the county to consult on the priorities for my [Safer in Kent 2017-2021 Plan](#) (published April 2017).

'Question time' events

Community organisations and local councils have been able to request a meeting with me, so I can talk about my work and answer questions from residents. Some of these have been 'closed' - such as a talk with pupils at Oakwood Park Grammar School in Maidstone - while others have been advertised in advance - visits to the Swale Seniors' Forum in Sittingbourne and to the Kent branch of the Federation of Small Businesses in Tonbridge, for example.

Public consultations

Occasionally, I have wanted to seek public and partner views on a specific topic/idea and embarked on a multi-channel consultation exercise designed to reach as many people as possible. For example, I consulted widely in relation to the Restorative Justice landscape, and received almost 1,700 responses to my consultation on the priorities for my [Safer in Kent 2017-2021 Plan](#) (published April 2017).

Traditional and social media

My office has regularly issued press releases to the local and national media to showcase my work. Where appropriate, these have been supplemented by me giving interviews with local and national TV, radio, online and print journalists.

Social media has offered further opportunities to engage with residents and partners, and good use has been made of popular digital channels. The corporate [@PCCKent Twitter account](#) boasts more followers (10,700) than any other PCC account in England and Wales. In addition, I also personally use Twitter, YouTube, Facebook and Instagram to keep residents and partners up-to-date.

Direct engagement

I have met with various community organisations and partner agencies on a regular basis, both in my office and out in the community. These meetings have enabled me to talk about my work and also helped me to understand different groups' priorities.

I have also met with elected officials, including local councillors and MPs, to better understand their priorities and those of the residents they represent.

Proactive E-News alerts

More than 5,000 people have subscribed to receive regular free news alerts from my office by e-mail. These alerts are useful in drawing attention to significant announcements and provide another means for my office to communicate in a way which is efficient and convenient. People can also unsubscribe should they no longer wish to receive the alerts.

Engaging with harder-to-reach audiences

I have the ability to communicate with harder to reach groups and support those who might feel left out, are disenfranchised or cannot vote at all due to their age.

Therefore, I am keen to be accessible to as many of Kent and Medway's diverse communities as possible and have actively sought opportunities to engage with harder-to-reach audiences. I have met with the Kent Equality Cohesion Council, the Show Racism the Red Card group, the Kent Minority Ethnic Police Association and also discussed hate crime with representatives from the Muslim, Sikh, Baha'i and Eastern European communities at a conference hosted by Medway Youth Parliament.

I am also keen to support the vast majority of young people who are good citizens. They have unique perspectives and often ask the best and most challenging questions. In addition to attending meetings of the Kent Youth County Council and Medway Youth Parliament, I have visited a number of schools and colleges to speak face-to-face about my work, including:

- Oakwood Park Grammar School, Maidstone
- Fort Pitt Grammar School, Chatham
- Sir Joseph Williamson's Mathematical School in Rochester
- Orchard Academy, Swanley

In December 2016 I hosted a Youth Forum where representatives from youth organisations across the county came together to challenge me on community safety issues. I also had the pleasure of opening Kent Police's Young Digital Leaders' Day in February 2017, where around 80 Year 5 pupils from across Kent came together to mark international Safer Internet Day and learn about staying safe when online and using technology.

MOJ Grant for Victim Services - Funding Recipients

	£
Victim Support - Core contract	880,845.00

Domestic Violence

Commissioners Fund - DV	666.67
Domestic Abuse Volunteer Support Service (DAVSS)	10,546.00
Choices	45,145.00
Oasis Domestic Abuse Service	44,035.00
Swale Action to End Domestic Abuse (Sateda)	23,297.00
Rising Sun	34,895.00
Independent Domestic Violence Advisor (IDVA)	115,000.00
Kent Domestic Violence Co-ordinator	2,380.00
Children of Domestic Abuse Victims	11,009.00
Oasis Domestic Abuse Service	50,000.00
Kent Safeguarding	11,483.50
Medway Safeguarding	3,858.50
Deaf Hope and Sign Health	40,588.00
Oasis Domestic Abuse Service	27,900.00
Dandelion Trust for Children	20,700.00
Medway Mediation	19,850.00
Victim Support - Innovation Fund Bid	41,489.00
Victim Support - high risk set up costs	25,705.00

Child Sexual Abuse

Juvenile Justice International CIC - survivors of sexual assault	39,900.00
NSPCC	6,952.00
Family Matters	25,000.00
East Kent Rape Line	25,000.00
Dandelion Trust for Children	20,700.00
Rising Sun	16,666.00
Maidstone Community Support/Centre (Rubicon Care)	40,300.00

Restorative Justice

Kent Criminal Justice support services	40,000.00
Medway Youth Offending	10,164.83
Kent Youth Offending	55,021.40
Why Me?	450.00
Salus	25,000.00
Kent Mediation Service	10,975.00

	£
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Sexual Violence

East Kent Rape Line - specialist counselling	40,015.00
Family Matters - specialist counselling	40,000.00
Family Matters - Counselling and therapeutic services	41,000.00
Family Matters - specialist counselling	19,896.00
East Kent Rape Line - Counselling	20,000.00
East Kent Rape Line - SARC	27,500.00
Family Matters - SARC	27,500.00
Mountain Healthcare - SARC	45,000.00
Kent Police - Video interview room equipment	4,984.00
Kent Safeguarding Children	11,483.50
Medway Safeguarding Children	3,858.50
Child Sexual Exploitation	20,000.00

Other

Commissioners Fund - VC	3,201.67
Maidstone Community Support/Centre (Rubicon Care) Cont..	29,333.00
Maidstone Community Support/Centre (Rubicon Care)	50,000.00
Brake	2,000.00
Juvenile Justice International CIC	39,900.00
MCCH	48,170.00
New Romney Counselling Services (NRCS)	15,880.00
Medway District Citizen Advice	40,000.00
All CSP	25,561.40
Force Control Room - Kent Police counsellors	20,000.00