

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber - Sessions House** on **Wednesday, 25th April, 2018, at 10.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor/Joel Cook on 03000 416478/416892

*Tea/Coffee will be available 15 minutes before the start of the meeting in the meeting room*

#### Membership

Councillor Brad Bradford	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Michael John Holloway	Dover District Council
Councillor John Knight	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Josie Iles	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Malcolm Dearden	Folkestone and Hythe District Council
Councillor Alan Horton	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Brian Luker	Tonbridge and Malling Borough Council
Councillor Don Sloan	Tunbridge Wells Borough Council
Mr Nick Chard	Co-opted member
Dr Mike Eddy	Co-opted member
Councillor Habib Tejan	Co-opted member
Councillor John Burden	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

## **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 8 February 2018 (Pages 5 - 16)

### **B - Commissioner's reports requested by the Panel/offered by the Commissioner**

- B1 999 and 101 service update (Pages 17 - 20)
- B2 Road traffic policing (Pages 21 - 26)
- B3 Mental Health update

### **C - Commissioner's Decisions**

- C1 Development of Ashford Police Station - Record of Decision (Pages 27 - 28)
- C2 Permanent Appointment of Chief Executive - Record of Decision (Pages 29 - 30)

### **D - Panel Matters**

- D1 Future work programme (Pages 31 - 32)

### **E - Questions to the Commissioner**

- E1 Questions to the Commissioner

### **F - For Information**

- F1 Minutes of the Commissioner's Performance and delivery Board meeting held on 7 March 2018 (Pages 33 - 38)

## **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Benjamin Watts  
General Counsel  
03000 416814  
**Tuesday, 17 April 2018**

## KENT COUNTY COUNCIL

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### KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 8 February 2018.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr B Bradford, Mr N J D Chard, Cllr M Dearden, Cllr F Gooch, Cllr R Hogarth (Substitute for Cllr P Fleming), Cllr MJ Holloway, Cllr A Horton, Cllr J Knight, Cllr B Luker, Cllr T Shonk, Cllr Sloan, Cllr P Todd, Cllr M Eddy, Cllr H Tejan, Cllr J Burden and Mrs E Bolton

ALSO PRESENT: Mr M Scott (Kent Police and Crime Commissioner), Mr A Harper (PCC's Chief of Staff) and Mr Robert Phillips (PCC's Chief Finance Officer)

IN ATTENDANCE: Mr M Campbell (Policy Officer) and Mr J Cook (Scrutiny Research Officer)

### UNRESTRICTED ITEMS

#### **254. Membership**

*(Item 3)*

1. The Chairman advised the Panel that Cllr Holloway had replaced Cllr Morris on the Panel.

RESOLVED that the Membership change be noted.

#### **255. Minutes of the Police and Crime Panel held on 15 November 2017**

*(Item 5)*

RESOLVED that the minutes of the meeting held on 15 November were an accurate record and that they be signed by the Chairman.

### **Matters Arising**

#### **PCC general updates**

1. The Commissioner updated the Panel on some issues raised with him at and since the previous Panel meeting.
  - Regarding PCSOs issuing penalty notices for parking in restricted areas outside of schools; a draft Memorandum Of Understanding had been sent to parking leads for all councils, which set out the governance and local arrangements. Kent Police were working with Medway Council regarding PCSOs issuing penalty notices and that a Medway pilot would be considered in due course.

- Magnate Generation was running a project from the Bower House café in Ashford which involved working with pupils from local schools by providing business courses outside of school hours.
- It was likely that the Emergency Services Network (ESN) would be extended to cover KCC Community Wardens when all public sector services currently using the Airwaves digital communication system transitioned to ESN.

### **Additional item – Recorded Crime increase in Kent (Verbal Update)**

1. The Commissioner provided an update to the Panel on the recently published national crime data which showed an increase in recorded crime in Kent. He advised the Panel that the statistics were difficult to assess fairly given the changes in recording practice and national guidance year on year. The Commissioner clarified that the Crime Survey for England and Wales showed that overall crime in the UK was down by 40% since 2014, however he noted that the recently released crime stats indicated that there had been an increase in 2017 of 27%. He highlighted that further work had been undertaken to improve crime recording following the review of recording accuracy which would probably have contributed to an increase in the recorded figures. The Commissioner also commented that legislation and process changes as well as positive publicity campaigns had encouraged more people to come forward to report certain 'hidden harm' crime types, such as stalking and domestic abuse, sexual assault and rape. This reflected increased victim confidence rather than a real-world increase in the number of crimes being committed. However, the Commissioner acknowledged that part of the overall increase did evidence straightforward increases in crime. He advised the Panel that this was part of a national trend but that Kent Police was looking into the matter, focusing more on the impact of any increases rather than the stats themselves.
2. The Commissioner highlighted that Anti-social behaviour incident reports for Kent had fallen by 11%. This showed a mixed picture around reporting of issues by the public. He also noted that the new Policing Model that had been introduced in 2017, as well as the new Investigation tool, had freed up officer time, which was positive and was expected to improve services over time.
3. The Commissioner answered Member questions, explaining that the crime types that had seen a genuine increase (rather than suspected reporting increase) were public order, violence against the person (VAP) as well as knife and weapon offences. The Commissioner acknowledged points made by the Panel regarding expected increases in reports relating to domestic abuse, harassment and sexual offences and that it was important to retain a strong focus on understanding and tackling any increases in real crime. The Commissioner highlighted the commitment to recruit more Independent Domestic Violence Advisors (IDVAs) to support victims and that a new co-ordinator role for sexual offences was expected to help further.
4. The Commissioner confirmed that work was continuing on monitoring the data integrity following the HMIC inspection and that he was holding the Chief Constable to account on this issue. The Chief Constable was now required to provide regular updates on data integrity at Performance and Delivery Boards. Also, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

had provided extra training to the Force's own auditors to ensure alignment in approach. The Commissioner accepted that the 27% increase in recorded crime appeared to be a cause for concern but reassured the Panel that he was holding the Chief Constable to account on data accuracy and integrity and was more intent on ensuring all crimes were recorded properly so they could be dealt with, even if that resulted in an increase in the figures. He advised the Panel that recording accuracy had risen to 90% and that he was satisfied that the Chief Constable was taking appropriate steps to continue this improvement. **The Commissioner confirmed that he would provide a report to the Panel on crime data integrity once the follow-up report from HMICFRS's next inspection became available.**

5. Responding to Member questions, the Commissioner advised that investigations had shown that there was no link between pressure on the 101 service and the drop in ASB reports. The Commissioner also highlighted the introduction of online reporting as a method of accessing policing services which had provided a good alternative which it was hoped would ease pressure on the 101 service. He also advised the Panel that he had increased Community Safety Partnership funding from the PCC budget by 10%, which he hoped would enable them to consider and develop innovative methods of tackling ASB and linked issues. The Commissioner reassured the Panel that he would be supporting continued development of technology, that the launch of the online reporting tool was a step in the right direction, though he cautioned that Social Media was not an appropriate platform for reporting crime.

RESOLVED that the Panel thank the Commissioner for the verbal updates and that they be noted.

## **256. Draft refreshed 'Safer in Kent: The Community Safety and Criminal Justice Plan' and precept proposal for 2018/19**

*(Item B1)*

1. The Commissioner introduced the updated Safer in Kent: Community Safety and Criminal Justice Plan, noting that the Chairman had said that the Panel would consider the Plan and the Precept separately to allow reasonable scrutiny and discussion.
2. The Commissioner advised the Panel that the Plan had been updated and refreshed to reflect the changing needs of the residents, confirming that he would use these resident focused priorities to hold the Chief Constable to account for delivering the service required by the people of Kent. The Commissioner provided information on the consultation activity and the results, which had been used to develop the updated plan. He commented that the main priorities, as identified by residents had not changed overall; Child Sexual Exploitation (CSE), Anti-Social Behaviour (ASB), sexual offences, terrorism and radicalisation, burglary, knife crime, domestic abuse, gang-related crime. The Commissioner noted that terrorism had become more important to some residents, most likely as result of the various incidents over the previous twelve months.

3. The Commissioner explained that the consultation had attracted just under 1700 responses, which was a good level to inform his updated plan. He advised that the consultation had not been digitally exclusive, with the online questionnaire supported by face to face engagements and events as well as hardcopy literature provided at a range of venues. The Commissioner commented that he had made particular effort to engage with diverse and minority communities via attendance at community venues such as mosques and Gurdwaras. He commented that it was important to him to ensure his plan captured views from all communities in Kent.
4. The Commissioner explained that the consultation had asked about the current Kent Police Ride-along scheme and alternative methods of holding the Chief Constable to account. As there had been mixed responses to these questions, further work would be done to review options. In terms of collaboration with other emergency services, there was significant support for continued joint work but the Commissioner gave reassurances that the positive responses would not be used to justify significant changes or reductions in estates via co-location without further review and engagement. The Commissioner noted that it was positive that people wanted to see more collaboration between emergency services and he commented on the good work already underway with Kent Fire and Rescue Service and progress being made with the Ambulance Service. The Commissioner highlighted that fewer respondents had answered the demographic questions which made it difficult to assess how representative the views were but he reiterated the positive engagement work undertaken directly with minority communities to ensure their views were captured in some way.
5. In terms of key changes or updates to the Plan, the Commissioner explained that visible neighbourhood policing and effective roads policing had been amended to be more mindful of the need to protect vulnerable road users (e.g. cyclists and pedestrians) and also include greater emphasis on the work around supporting bereaved families following fatal road traffic collisions. The Commissioner also highlighted that the planned recruitment of up to 200 additional police officers would enhance the frontline and that the Chief Constable had committed to deploying a significant amount of the additional resource to support local policing. He also advised the Panel that the previous recruitment of 80 additional officers since he became Commissioner, combined with the recently deployed new investigation tool, as well as the maintenance of PCSO numbers at 300 had supported the commitment to neighbourhood policing. The Commissioner advised that the Panel that this was further bolstered by planned work around Community Policing volunteers and the Commissioner's cadet scheme.
6. The Commissioner summarised the update, noting that there were few substantive amendments, that the consultation response had supported the view that the public's priorities had not significantly changed and that the amendments that had been made reflected a desire to be more explicit about much of the good work that was already being done by Kent Police, supported by the Commissioner in holding the Chief Constable to account for continuing to deliver a good service in line with the agreed priorities.
7. Members commented that they were pleased by the high response to the consultation and how the feedback had been incorporated into the plan.

8. Responding to questions, the Commissioner clarified that roads policing involved denying use of the county's road network to those intent on causing harm through criminality. He highlighted the positive roads policing successes such as the disruption of drug and weapons transport through the county and that he was keen to see greater use of Automatic Number Plate Recognition (ANPR) to support further improvements.
9. The Commissioner advised the Panel, in response to a question, that Kent had the most video-enabled criminal justice system, with all crown courts having access to video-links for remote hearings and that work was ongoing to improve the processes for magistrate courts.
10. Responding to questions, the Commissioner advised the Panel that the addition of requiring Kent Police to deliver an 'accessible' service referred to planned improvements to 101 call-handling as well as the development and implementation of an online reporting system. He explained that an awareness campaign was in development to ensure the public understood all the methods for contacting the police and which would be most appropriate in different circumstances. Members commented on equivalent work being undertaken in the Health Service and highlighted the need for effective communication and consistency. Members and the Commissioner discussed the use of Police Front Counters, noting the need for a consistent and well communicated explanation of how and when these could be accessed and what support would be available.
11. The Commissioner noted comments from the Panel regarding the potential need to highlight Child Sexual Exploitation more explicitly within the Plan priorities, in recognition of its continued position as the highest priority as reported via the Commissioner's public consultations. The Commissioner reassured the Panel that the tackling exploitation, harassment and violence priority did reflect that he and Kent Police took the matter very seriously.
12. The Commissioner reassured the Panel that where some crime types, such as Public Order, were not highlighted as key priorities for the public, he and Kent Police expected continued diligence around policing these issues. He advised that there were several crime types and elements of police work which may not be as visible and well understood by the wider public but that were very important for operational policing, protecting people from harm and reducing crime. Consequently, these would continue to be key areas of work for Kent Police.
13. Addressing Panel comments regarding equality issues, the Commissioner confirmed that he would be holding the Chief Constable to account in terms of delivering good progress regarding the promotion of wellbeing and tackling inequality within the Leadership priority. He also noted comments in relation to low levels of response to the consultation from BME respondents, reiterating the engagement work he had done with relevant communities to capture views from Kent's diverse communities. The Commissioner thanked Panel Members for offers of support in engaging with diverse communities in the future.
14. The Commissioner noted comments from the Panel, that while they supported the clear commitment to caring for victims, they thought the Plan on a Page would benefit from being more explicit regarding a commitment to deliver similar levels of support to witnesses of crime.

15. The Commissioner reassured the Panel that in addition to communication activity planned to help the public understand how to best contact the police, the recruitment of additional civilian staff would help improve call handling at the Force Control Room. He added that it was very important the public reported all crime and ASB, so that the Police could record it effectively and work towards meeting the real demand for services.
16. Responding to questions, the Commissioner explained that while he was keen to do more work around prevention of crime and reducing reoffending, Police and Crime Commissioners had yet to be given the relevant authority around the wider Criminal Justice System. However, he reassured the Panel that work was taking place to improve diversionary schemes and improved custody protocols to limit unnecessary criminalisation and take into account people's wider needs and factors that may have led to potential criminal behaviour, such as being victims of domestic abuse, substance and alcohol misuse and homelessness. He highlighted plans regarding a new scheme for veterans as a good example, noting the positive work being done by the SSAFA Armed Forces charity.
17. The Panel thanked the Commissioner for explaining the updated Plan and for answering its questions.

RESOLVED that the Panel note the updated Safer in Kent: Community Safety and Criminal Justice Plan and recommends that:

- the Plan wording be amended at Section 5 to make clearer what is meant by “denying use of the county’s road network to those intent on causing harm through criminality”;
  - that child sexual exploitation be mentioned more explicitly within the Plan priorities: and
  - that there is a specific reference to support for witnesses in the “Plan on a Page”.
18. The Commissioner outlined the proposed Precept increase, particularly in terms of how it would fund the various improvements included within the Plan. He advised the Panel that there were still significant challenges facing Policing across the UK, notably the increase in demand, expectations to deal with issues outside criminality as well as the increase in types of crime being identified. The Commissioner commented that several forces have reported that only 1 in 5 issues dealt with by police relate to crime. The Commissioner paid tribute the excellent work of all Kent Police Officers and staff in continuing to deliver a good service to the people of Kent, particularly in the face of such challenges.
  19. The Commissioner explained that the budget settlement for Policing had been more positive than expected, noting that the Association of Police and Crime Commissioners had been successful in lobbying the government for better funding to meet the increasing demand for and complexity of policing. He advised that the national settlement included £450m for the next year and the same again the year after. He clarified that this figure includes £50m for counter-terrorism, £130m for



additional pressures and significant operations and that the remainder would be funded through flexibility to raise additional funds through policing precept. To allow this additional levy, the referendum cap had been raised from 1.99% to 7.6%, which equated to an extra £1 per month (£12 per annum) for a typical Band D house in Kent, amounting to a total £9.5m extra collected via the precept increase.

20. The Commissioner advised the Panel that despite the opportunity to collect additional funds to support improvements, he would continue to require the Chief Constable to identify and deliver efficiency savings and further streamline the force, to ensure that all the money was spent as efficiently and effectively as possible. Kent Police was still expected to save another £9m in 2018/19. The Commissioner reassured the Panel that the Chief's planned savings had minimum impact on the front line as they focused on efficiencies with procurement, overtime arrangements and collaboration. However, he cautioned that savings would be more and more difficult to find each year, without having a negative impact on delivering front line services. The Commissioner also advised the Panel that he had taken the £200k underspend within his Office as a saving, representing a 13% reduction in the cost of his Office.
21. The Commissioner advised the Panel the additional money from the precept, combined with the Force savings, the saving from his Office and money from reserves, if required, would fund the recruitment of up to an additional 200 police officers and 84 civilians. He advised that this would be the largest Kent Police recruitment drive for a generation and that it would take time to progress but he was confident that using the funds to recruit additional officers and staff was the right thing to do. The Commissioner reassured the Panel that PCSO numbers would be monitored and further recruitment be considered as it was expected that many PCSOs would apply for the Police Officer roles.
22. The Commissioner reassured the Panel that the consultation had shown considerable support for an increase in the policing precept, providing that it resulted in positive work by Kent Police. He expected that the additional officers would reassure the public and offer good value for the extra money being levied. **The Commissioner offered to report back to the Panel at a future meeting on progress with the recruitment, providing that the proposed precept was agreed.**
23. Members commented on the proposed precept, noting the Commissioner's positive plans to use the additional money to recruit additional officers and staff.
24. Responding to questions regarding the budget and use of reserves, the Commissioner and his Chief Finance Officer explained that the National Audit Office had advised that a minimum of 5% of revenue budget be maintained in reserves and that all plans kept in mind the need to ensure use of reserves was sustainable. The Commissioner commented that since 2011, many Forces had maintained, in his opinion, higher reserve funds than was necessary and he felt it was important to put that money to better use.
25. In terms of ensuring good value for money and appropriate use of the additional resources, the Commissioner advised the Panel that he had received assurances from the Chief Constable that the additional Officers and Staff would be focussed on local policing and 'high harm' crime, such as exploitation and abuse issues.

The Commissioner commented that he believed the proposed deployment arrangements struck a good balance across key policing areas, including hidden harm, high harm, local policing and roads policing. The Commissioner clarified that while he recognised the value of PCSOs, he was confident that focusing on Police Officer recruitment was the most appropriate use of the funds. The Commissioner explained that the precept increase and the relevant spending plans, if agreed, would be communicated to the public in a variety of forums and using online communications.

26. Responding to questions about the reserve levels, the Commissioner and his Chief Finance Officer reiterated that the planned use of reserves was in line with National Audit Office guidance and that they believed it was appropriate to reduce the level of reserves held due to the need to invest now to deliver a more efficient service in the long run. The Commissioner reassured the Panel that sufficient reserves would be maintained and that capital underspends would be moved to reserves when appropriate. Members noted the Commissioner's explanation, though concern about eventual reserve levels by 2020 was expressed by some Members, with a view that this posed a risk to effective contingency planning and preparation for fluctuations in available funding.
27. Regarding collection of council tax and precept levy, the Commissioner explained that the Kent Police budget did include support for this work with local councils and that this spread the benefit of increased tax collection across all relevant authorities.
28. Responding to questions about retention and recruitment of staff, the Commissioner advised the Panel that he appreciated the challenge involved in the recruitment drive and assured the Panel that consideration was being given to ensuring new officers would be retained. He also clarified that there would be further PCSO recruitment to maintain the staffing level at 300, including filling some existing vacancies and the likely movement of some PCSO's to become police officers. The Commissioner explained that the Police structure included 210 PCSOs embedded in communities with the other 90 working in specialist roles such as co-ordinating missing person enquiries, supporting Domestic Abuse investigations and wider community safety activities.
29. Responding to a question regarding the impact of large scale operations, such as Operation Stack, and particularly the potential for significant disruption as a result of Brexit, the Commissioner explained that a Special Policing Grant may be applied for from the Home Office where costs of supporting exceptional operations exceeded 1% of the local Police budget. The Commissioner also reassured the Panel that work was ongoing in terms of reviewing civil contingency plans with partner agencies.

RESOLVED that the Proposed Precept be approved unanimously.

## **257. Mental Health Update** (Item C1)

1. The Commissioner advised the Panel that dealing with mental health issues continued to represent a significant part of non-crime related work undertaken by

Kent Police and reasserted his view that this should not be case. He noted that some Chief Constables had expressed concerns that only 17% of police time was spent dealing with criminal offences and that mental health was a significant contributor to this issue. The Commissioner emphasised that it was important that other agencies with formal responsibility and appropriate training play a greater role in dealing with mental health issues and meet their obligations.

2. The Commissioner explained that the Mental Health and Policing Oversight Board had held its third meeting on 1 February 2018. He explained that this Board involved the ACC, the CCG and Mental Health Trust and now the Ambulance Service and the Commissioner. The Board had considered Kent Police's Mental Health and Policing Strategy and was seeking to identify improvements. The Commissioner advised that the recent discussions had included updates on the Street Triage programme, including plans for further evaluation of the scheme to assess whether it should be rolled out across Kent.
3. The Commissioner advised the Panel that additional work was being done to address issues relating to repeat callers to the Police who experience significant mental health problems, noting that 17 callers were responsible for 4% of all calls to Kent Police. He commented that managing this required sensitivity and understanding of the needs of the people in question.
4. The Commissioner also commented on the good work being undertaken to map wider issues and services relating to mental health across the county including crisis management and as well as general health and wellbeing, praising the excellent contribution from Kent County Council and Medway Council.
5. The Commissioner updated the Panel regarding the changes to custody arrangements for people sectioned under the Mental Health Act following the implementation of the Policing and Crime Act 2017. This meant that under-18s could not be detained in police custody under mental health legislation at all and that the circumstances for detaining adults had been restricted. The Commissioner was pleased to advise the Panel that the numbers of people detained by Police under s.136 of the Mental Health Act had fallen and he also noted that the care pathway improvements had reduced the handover periods between relevant agencies from hours to less than forty-five minutes. The Commissioner also advised the Panel that he would be organising another Mental Health Conference, which would involve service users, stakeholders and other partners.
6. The Commissioner updated the Panel on changes to the Mental Health Act which meant that s.136 powers could be exercised in any place other than a private dwelling. This meant that people could be sectioned while in a Police station which made it easier for the Police to ensure people got the support and help they required without being unnecessarily criminalised. The maximum detention period had been reduced from 72 hours to 24 and it was now mandatory for the police to consult a health professional before using s.136 powers to detain someone. The Commissioner commented that Kent Police had already been ensuring consultation with health professionals was undertaken prior to any s.136 power usage but that it was positive that this had been made a consistent requirement. He noted that this had meant that Officers were now having to spend more time at

A&E to achieve this but that he was happy that this was necessary to ensure people were supported appropriately.

7. The Commissioner advised the Panel of recent activity around mental health linked to Mental Health East with DCC Alan Baldwin of Cambridgeshire Police via a conference featuring all seven Eastern Region Police Forces, Zoe Billingham of HMICFRS, Mark Collins (National Policing Mental Health Lead and Professor Tim Kendall (National Clinical Director for Mental Health). Since the conference, the NHS had advised that more money was put aside for mental health but that this was not being channelled correctly yet by the CCGs but that national investment standards for mental health had since been implemented which would be applied to all CCGs. The Commissioner advised the panel that further discussions were taking place with the health sector regarding mental health in policing on a regular basis.
8. The Commissioner praised KFRS for its recent achievement of winning the Kent Dementia Friendly award, narrowly beating Kent Police to the trophy.

RESOLVED that the Commissioner's update be noted.

**258. Panel Annual Report**  
(Item D1)

1. The Chairman introduced the Panel's annual report, commenting that he was pleased with the Panel's progress. He expressed congratulations to the Commissioner on his work and the low number of complaints received from the public. The Chairman also commented on the good working arrangements between Panel staff, the Commissioner and his Office.
2. The Chairman advised the Panel that progress was being made on working jointly with other Panels via the LGA Special Interest Group being developed, in line with the Panel's previous agreement not to support the creation of a national association but to explore more informal methods of sharing good practice.

RESOLVED that the report be approved.

**259. Future work programme**  
(Item D2)

RESOLVED that the work plan be noted.

**260. Questions to the Commissioner**  
(Item )

Question 1:

As Commissioner how do you monitor police use of Tasers and ensure that relevant policy is followed and reviewed? How, in holding the Chief Constable to account, do you decide whether proportionate action has been taken in their use in particular instances? (Don Sloan)

1. The Commissioner said he recognised the importance of the Police ensuring appropriate use of force as it was closely related to the principle of Policing by Consent. Responding to the question, the Commissioner provided the Panel with an overview of Taser use by Kent Police:
  - Home Office published data for calendar year 2016 showed that in Kent, Taser was:
    - Drawn/Aimed/Arced/Red dotted on 270 occasions
    - Discharged (drive stun or fired) on 37 occasions
  - At the Performance & Delivery Board on 27 September 2017, the Commissioner received a further update on use of force, including Taser.
  - Data showed that in the period April to June, Taser was:
    - Drawn/Aimed/Arced/Red dotted on 71 occasions
    - Discharged (drive stun or fired) on 13 occasions
  - On an annual basis, the Chief Constable is required to provide an update on Use of Force (including Taser) to the Performance & Delivery Board.
  - On a monthly basis, the Commissioner's office randomly reviews complaints against Kent Police – the use of Taser by Kent Police officers has not been identified as a specific issue.
  - Whenever an officer draws their Taser, they are required to complete a Use of Force form which is signed by their supervisor, and subsequently submitted to the Staff Safety Training Unit for review – this team delivers officer safety training and monitors use and effectiveness of tactics.
  - From 1 October 2016 it became mandatory for all UK police forces to accurately and consistently record use of force. From 1 April 2017, all forces are required to submit data to Home Office.
  - On 31 July 2017, Use of Force information was published on the Kent Police website to provide greater transparency and accessibility to data.
2. The Commissioner clarified that in terms of determining the proportionality of Taser deployment, this was an operational issue and would be based on the particular circumstances in each instance. A process was in place, requiring Officers to justify their use of Taser whenever it was deployed, which was managed internally by Kent Police. The Commissioner confirmed that as the decision to use Taser had to be based on Officer discretion in each set of circumstances, it was not for him to comment. However, he reassured the Panel that his office regularly dip-checks police complaints and that Taser use had not been flagged as an issue. The Commissioner also explained that he requested that historic data on Taser use, pre-dating the requirement to submit these figures to the Home Office, be published in the interest of transparency and accountability. The Commissioner commented that he had no particular concerns regarding Taser use as it was just one of a number of necessary tools Officers had at their disposal for resolving challenging situations and that he thought it was important for there to be a number of non-lethal options to minimise the risk of having to deploy lethal force.

Question 2:

Can the Commissioner provide an update on how he has been holding the Chief Constable to account in relation to delivering the Kent Police priority 'Combat

organised crime and gangs', particularly regarding work to limit the spread of drugs into Kent from London? (Malcolm Dearden)

3. The Commissioner advised the Panel that tackling organised crime and the associated drug activities were key priorities for him and Kent Police and that they featured as part of a standing item at every Performance & Delivery Board meeting. He explained that at the December board meeting, updates had been provided regarding ongoing work by Kent Police and partners to disrupt gang related criminality and to map out gang routes into and around Kent.
4. The Commissioner explained that tackling organised crime was a key part of Kent Police's Control Strategy and that there had been several successful police operations, the details of which had been made public such as operations which focused on drug dealing across the border between Kent and London involving Kent Police working with the Metropolitan Police and British Transport Police as well as Op Raptor, which had been set up following the murder of Kyle Yule in Medway and focused on preventing and disrupting serious and violent crime. He also outlined Op Marley which involved joint work with the Met tackling Moped linked cross-border gang crime. The Commissioner commented that a key part of all this work was engaging and working in partnership with other important agencies such as neighbouring Forces and the National Crime Agency (NCA).
5. The Commissioner confirmed that Kent Police were always looking for ways to enhance their capacity to tackle serious crime and that he expected ongoing partnership work with the Met and other partners around Operation Raptor to continue to deliver good results. He also commented that he expected the uplift in Police Officer numbers to contribute to further good work in this area.

RESOLVED that the Panel note the Commissioners answers.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** 999 and 101 service  
**Date:** 25 April 2018



### **Introduction:**

1. It is vitally important that the public are able to contact Kent Police – whether that be in an emergency, to report a crime/anti-social behaviour, to raise safeguarding concerns or to provide information that may assist in the prevention and detection of offences.
2. That is why, within the '[Safer in Kent](#)' Plan, one of the priorities the Commissioner has set the Chief Constable is to 'Deliver an efficient and accessible service'.
3. This paper provides an overview of performance in relation to emergency (999) and non-emergency (101) calls for service, context around the growing public demand being placed on Kent Police, and outlines how it is responding to the challenge whilst ensuring the provision of a first class service.

### **Call volume and answering times:**

4. The table below provides a comparison of total emergency and non-emergency calls received by the Force Control Room (FCR) over the last three years, and daily average figures. It also shows the average call answering time.

	Apr 15 – Mar 16	Apr 16 – Mar 17	Apr 17 – Mar 18
<b>Emergency Calls (999)</b>			
Total	279,027	306,714	315,039
Daily average	762	840	863
Average answering time	00:06	00:08	00:13
<b>Non-emergency Calls (101)</b>			
Total	561,595	584,364	544,393
Daily average	1534	1601	1491
Average answering time	02:14	02:58	03:00

5. Over the last three years, the FCR has experienced an increase in emergency calls of 36,012 or 12.9% - equivalent to over 100 more 999 calls per day. Last summer saw particularly high volumes, with over 30,000 calls received in July 2017 – the highest month over the three year period.
6. The number of non-emergency calls received has fluctuated over the last three years, peaking in July 2016 with almost 56,000 calls – the highest month over the three year period.
7. Average answering time has increased due to a focus on quality call handling and accurate risk assessment for each call. Despite this, and the significant increase in calls over the last three years, the FCR has retained a good level of performance in answering emergency calls. However, answering non-emergency calls has deteriorated, and fluctuates significantly based on call demand into the FCR; this can clearly be seen from last year's monthly average answering time data which ranged from 01:43 in December to 05:58 in June.
8. During times of peak demand, and with a general increase in the volume of 999 calls – on average an extra 23 per day compared to 2016/17 – the FCR faces challenges in providing an effective non-emergency service against the volume of incoming emergency calls, which by definition must take precedence. In effect, the FCR has finite call taking resources, and if a high proportion are dealing with emergency 999 calls this unfortunately impacts on how quickly non-emergency 101 calls can be answered.

9. Service delivery is also impacted by staff vacancies and Kent Police has continued to run a dynamic recruitment campaign using a wide variety of methods to attract the best candidates to undertake this critical function. The campaign focuses on wider marketing, targeting different audiences and utilising a wide variety of contracts combined with making the best use of police estate to attract the widest and best pool of applicants.
10. At the last meeting, Members will recall that they approved the Commissioner's funding proposal that included an increase in the 2018/19 police precept of £1 per month. As well as enabling the Chief Constable to recruit up to an additional 200 police officers, this funding will directly be used to boost the number of call handlers answering emergency and non-emergency calls, so that people can get help quicker and more information can be provided to Kent Police.
11. Whilst calls may come into the FCR through the emergency and non-emergency route, not all calls relate to police business or necessitate an incident record to be generated. Information requests, signposting, guidance, advice and message handling equates to between 30-40% of demand every day. All of these calls, whilst not an emergency or a call that requires police attendance still need to be answered and triaged.
12. Kent Police plans to expand its Switchboard functionality. This will result in members of the public having their call triaged at the Switchboard level during extended opening hours to ensure that only calls requiring a crime report to be created or an incident to be recorded are passed to the FCR. All other queries will be dealt with by the Switchboard, providing a more victim focussed service to the public, and ensuring that many queries are resolved at the very first point of contact.
13. Since re-introducing dedicated emergency call handlers in February 2018, service improvements have been seen and the average answering time has decreased, with the FCR maintaining an average non-emergency time of just over 2 minutes.

#### **Incident Creation:**

14. April 2017 to March 2018, 350,500 incidents were created from emergency and non-emergency calls. A further 65,827 incidents were created from other sources (e.g. other agencies, radio contact from officers and PCSOs on patrol who come across incidents). 50% of the total incidents created required police attendance.
15. The top 5 incident types for this period were:
 

• Passing information to police	56,017
• Abandoned 999 call	42,174
• Disturbance	32,226
• Suspicious event	31,584
• Concern for welfare	28,939
16. Approximately 35-40% of the remaining demand was resolved without deployment, for example recording of information to be passed to other departments or officers, misuse/abuse of the emergency and non-emergency service, other agency incidents recorded for information or incidents transferred to another agency.
17. Abandoned emergency calls come from a variety of sources including BT operator error, children playing with phones, phone keypads being mistakenly activated and some from repeat callers. There is a process in place to immediately review every abandoned call and strict protocols to ensure the person is re-contacted to ensure their safety. If it is not possible to call the person back, or if there are any concerns for their safety, whether or not they have been spoken to, a police officer is dispatched to check on their welfare. The workload involved in managing abandoned calls should not be under-estimated – on each occasion they tie a call handler up until it is resolved and prevent them from taking other incoming calls.
18. For the period April 2017 to 28<sup>th</sup> March 2018, 174,755 incidents were created from emergency calls – equivalent to only 55% of emergency calls received. Not every 999 call is an emergency and this indicates the volume that are mis-dialled or are an inappropriate use of the service. Of these incidents only 38% were graded as in need of an immediate response – where life is at risk or a crime is in progress. The remaining calls had another appropriate grade applied to them that reflected the circumstances.



### **Staffing:**

19. Staffing within the FCR varies by hour of the day and day of the week, over the 24 hour period, 365 days of the year. Resource requirements are determined through specialised workforce management technology that predicts the required staffing level for every 15 minute period across the day based on achieving the pre-determined service levels against predicted call demand. The system has an in-built memory for significant events that the FCR can either use to assist with predictions for events that occur each year (e.g. Christmas Day) or discount if they are a one off (e.g. heavy snow).
20. However there are also many spontaneous events that increase call demand and cannot be foreseen (and therefore cannot be planned for) which have a huge impact on call levels such as each of the terrorist attacks last year, serious multiple vehicle road traffic collisions, traffic delays in the channel tunnel or at the ports and any severe weather event – snow, flood, gales or a heatwave. These will all have an immediate impact on call demand and require answering emergency calls to be prioritised over non-emergency calls.
21. There are currently 152 full time telephony posts in the FCR, and staff work across a 24/7 shift pattern rotation on a five team basis - one team on Early (0600-1600), Late (1000-Midnight) and Nights (2000-0600), with two teams on rest days at any one time. Whilst set around a core shift pattern of early, late and night shifts, the shifts deliberately have flexible start and end times and are a variety of 8 and 10 hour duration. This ensures that as far as possible, the FCR is able to flex the available resource on a daily basis to achieve the variants in demand by hour of the day and day of the week as informed by the workforce management system.
22. The FCR introduced permanent part-time working contracts at the end of last year and started recruiting permanent part-time staff from January 2018. To date there are 16 new starters who are on part-time contracts which are negotiated with each person individually, but also include a proportion of their hours at times of highest demand which are 1600–2200hrs daily.

### **Training:**

23. A new operator who joins the FCR receives 8 weeks full time training in either the call handler or dispatcher role. This training consists of 5 weeks classroom based learning which includes:
- Customer service training covering communication skills using a variety of methods and tools to suit the needs of the customer, how to deal with difficult conversations and challenging callers and how to say “no” positively when necessary in order to support providing a first class service.
  - Inputs from the Chief Constable, Commissioner and FCR Senior Leadership Team, as well as operational police officers and other agencies (e.g. Negotiators, Mental Health, LGBT, Child Sexual Exploitation Team, the Jigsaw project supporting those with learning disabilities, Welfare, Trading Standards, Crime Scene Investigation).
  - Training on a variety of local and national police information systems.
  - Knowledge and legislation training, including FCR working practices and processes, Law inputs, Home Office Counting Rules, questioning skills, THRIVE – to assist in risk assessing each call, and the National Decision Model.
24. This is consolidated into an assessment period where all aspects of their training are assessed against set standards prior to a new learner being accredited to join the ‘Grad Bay’ (graduation between classroom and the operational environment) element of the training programme.
25. ‘Grad Bay’ consists of 3 weeks training on live call handling or as a dispatcher, where the new learner is supported by a coach who is an experienced member of staff with additional training around staff development. During this time the coach supports the new learner through dealing with live calls, providing constructive feedback. Initially they are supported 1:1 with this being gradually reduced over the period as the staff member becomes competent and confident in the management of calls and the use of all the necessary computer systems required in the role.
26. On completion of this phase of their training they join their team and are allocated a ‘buddy’ who is an experienced call handler or dispatcher who routinely works alongside them as a mentor for at least the next 3 months.

27. Due to the complex nature of the role and the variety of calls and incidents staff deal with it takes between 9 and 12 months from the date of joining the FCR to become fully competent in the role. During their whole service all staff are subject to continuous evaluations against their role requirement to ensure that the highest possible standards of service are provided. Staff are set development plans or are recognised for the high standard of service they provide as necessary following each set of evaluations.

**Online crime reporting:**

28. Online non-urgent crime and incident reporting was launched in September 2017, and is available via the [Kent Police](#) website.
29. It has been promoted to the public and businesses as well as via the In Voice Recorded Messaging when callers are waiting to speak to a call taker. Facebook has also been used to publicise the facility.
30. Use of the facility continues to increase, with over 600 reports now being submitted online per week and almost 80% of users indicating that it was used as an alternative to calling 101. The Metropolitan Police Service, where online reporting has been live much longer, receives approximately 12% of crime reports online, and other forces range from 3-5%; in Kent, the figure currently stands at 11%. Importantly, 94% of users rate the facility as excellent or good, and 73% would use the facility again.
31. The FCR is shortly to have a Twitter account and web chat will become available later this year as part of efforts to provide a variety of channels for the public to contact Kent Police in a way that best suits them at a time of their convenience. The text messaging service for people who are Deaf, hard of hearing or speech impaired also continues to be effectively utilised as a contact channel.

**Conclusion:**

32. Like all forces, Kent Police are experiencing greater demand and continue to explore opportunities to drive improvements in call handling within the FCR, but also to provide 21<sup>st</sup> century services that allow individuals to make contact via alternative channels that fit their lifestyle.
33. The Commissioner is keen to both understand the challenges facing the FCR, and to show his appreciation for the critical, and often difficult role that call takers perform on a daily basis. In light of this, he has, and will continue to make regular visits to the FCR in order to engage with the Senior Leadership Team, chat with call operators and immerse himself in the environment by listening to calls as they are received.
34. More formally, in addition to senior OPCC staff attending Kent Police internal performance meetings, the Commissioner will continue to hold the Chief Constable to account in relation to public contact via their regular 1:1 meetings and the quarterly [Performance and Delivery Board](#). A detailed update was provided at the last meeting and the next meeting is scheduled for 31 May – Panel Members and the public are most welcome.
35. With regards to the increase in call handlers over the next year, the Chief Finance Officer will continue to attend the Force Resource Board each month at which recruitment is a standing item; the Commissioner will also receive regular updates from the Chief Constable at their 1:1 meetings and more formally at the Performance and Delivery Board.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Road traffic policing  
**Date:** 25 April 2018



### **Introduction:**

1. Within the '[Safer in Kent](#)' Plan, one of the priorities the Commissioner has set for the Chief Constable is to 'Provide visible neighbourhood policing and effective roads policing'.
2. As the 'Gateway to Europe', Kent has 6,126 miles of roads, (UK's 3rd longest) and 204 miles of Strategic Road Network (UK's longest). With the Port of Dover and Eurotunnel providing the critical link to Europe, over 250,000 vehicles per day travel on the M20 and M2 motorways alone.
3. This paper provides an overview of how Kent Police works with partners to tackle the main factors which contribute to people being killed and seriously injured on Kent's roads, and to deter and disrupt criminality by making the roads a hostile place for those intent on causing harm to local communities.

### **Kent Police activity:**

4. There is a duty on all police officers to deal with driving offences observed during the course of their duties.
5. However, the Roads Policing Unit (RPU) within Kent Police comprises of the following teams:
  - Road's Unit – responsible for policing and responding to emergency calls on the Strategic Road Network which have 'Gateway to Europe' status. They also work alongside other teams in patrolling the road network to reduce KSI collisions.
  - Proactive Task Team – provides high impact and high profile policing to disrupt serious and organised criminality through the use of marked and unmarked vehicles. Also used for a variety of escorts and major events.
  - Commercial Vehicle Unit – works with partners to build intelligence around commercial vehicles which travel through Kent and to identify persistent offenders. Also attends incidents involving commercial vehicles and conducts vehicle examinations.
6. The RPU also includes the Serious Collision Investigation Unit (SCIU) which attends and investigates all fatal and serious injury collisions (e.g. assessed as 'life threatening, or involving life changing injuries'), including any such collision involving a police vehicle.
7. For those involved in such collisions, their families and friends, there is a need for answers, but unfortunately there are often no other witnesses. In conducting a thorough investigation, SCIU officers will use technology and science to re-create the collision site and develop a number of hypotheses to identify the cause – this often necessitates road closures and disruption to other road users. However, it is vital that there is dignity in death and the impact on those affected must not be under-estimated; the SCIU endeavours to ensure there are no miscarriages of justice, whilst Family Liaison Officers provide information, care and support to bereaved families.
8. In addition, through specialist training in traffic legislation and equipment, the Special Constabulary Roads Policing Unit supports regular officers in responding to calls on the Strategic Road Network and in providing high visibility patrols, education and enforcement.
9. The biggest dangers whilst driving, or most common causes of collisions are referred to as 'the fatal four':
  - Inappropriate speed - the speed limit is not a target, and vehicles should be driven at a speed that suits the conditions and type of road.
  - Using a mobile phone while driving - it only takes a moment's distraction to cause a collision.
  - Not wearing a seatbelt - people are twice as likely to die in a crash if they do not wear a seatbelt.
  - Drink/Drug driving - many functions required to drive safely are impaired by drink and drugs.

10. The table below shows the number of Officer Issued Notices in 2016 (January to December) and 2017 relating to speeding, seatbelt and mobile phone offences. Members will note that there was an increase in Notices issued for all three offences:

<b>Officer Issued Notices</b>	<b>2016</b>	<b>2017</b>	<b>% change</b>
Speeding offences	1120	1406	<b>+25.5</b>
Seatbelt offences	333	425	<b>+27.6</b>
Mobile phone offences	725	1079	<b>+48.8</b>
<b>Total</b>	<b>2178</b>	<b>2910</b>	<b>+33.6</b>

11. The number of arrests by officers for drink or drug driving in 2016 (January to December) and 2017 is also shown in the table below – once again Members will note the increases:

<b>Reason for Arrest</b>	<b>2016</b>	<b>2017</b>	<b>% change</b>
Driving whilst unfit (Drink)	454	500	<b>+10.1</b>
Driving whilst unfit (Drugs)	218	299	<b>+37.2</b>
<b>Total</b>	<b>672</b>	<b>799</b>	<b>+18.9</b>

12. In July 2017, Kent Police ran an initiative whereby RPU officers patrolled the M20 in an unmarked Heavy Goods Vehicle allowing them to see into cars and larger vehicles. Motorists caught committing offences were filmed and stopped by marked police cars. Across five days, 37 drivers were stopped for using mobile devices, 33 for speeding, two for driving an inappropriate vehicle in lane three, and one for a child seatbelt offence. In total, 25 fines were issued, 15 were reported for offences, and in 33 cases advice was given by officers.
13. Empirical evidence suggests that those involved in criminal behaviour are also a greater risk to other road users. As a result, the Force is running an initiative that uses intelligence to identify recidivist offenders who also pose the highest risk to other road users and creating intervention plans with a view to prosecution where appropriate.
14. Kent Police also participates in a number of European and national road safety campaigns, such as the [TISPOL European Traffic Police Network](#) 24 hour Speed Campaign and the [THINK!](#) Drug Drive national campaign.
15. Kent Police can and does enforce 20mph restrictions; however, it is the responsibility of the relevant Highway Authority to determine speed limits on the road network. Kent Police works with partners to ensure any appropriate limits are introduced and that such limits follow legislative requirements; namely Department for Transport circular, 01/2013, Setting Local Speed Limits. Where genuine issues arise, Kent Police conducts enforcement as part of its strategy to improve road safety.
16. Kent Police is represented on the Casualty Reduction Board, working with road safety education and engineering teams to ensure a partnership approach to casualty reduction. Recent meetings have seen Kent Police introduce the concept of the JDM (Joint Decision Model) to have a shared understanding of risk and to formulate a rationalised, legal decision making process. This includes the inclusion of the data recorded by Community Speedwatch.
17. Other partners Kent Police works with include:
- [BikeSafe](#)
  - [Highways Agency](#)
  - [Institute of Advanced Motorists \(IAM\)](#)
  - [Kent Fire & Rescue Service](#)
  - [Kent County Council](#)
  - [Medway Council](#)
  - [Vehicle & Operator Services Agency \(VOSA\)](#)

18. Online reporting for non-injury collisions was launched in September 2017, and is available via the [Kent Police](#) website.

19. In addition, with more motorists using dashcams, passengers using mobile phones, and an increasing number of cyclists and horse riders wearing helmet cams, Kent Police is leading on a national project that will empower the public to share footage of people committing traffic offences in a range of formats for police consideration.

#### **Kent & Medway Safety Camera Partnership:**

20. Kent Police is an active member of the [Kent & Medway Safety Camera Partnership](#) which is committed to influencing, educating and encouraging motorists to slow down, stay within the speed limit and help reduce the number of crashes and casualties through the combination of education, publicity and enforcement.

21. The Partnership is also responsible for the fixed safety cameras, mobile safety camera vans and red light safety cameras within the county, as well as the A228 average speed cameras. The table below shows the number of Camera Offences recorded in 2016 (January to December) and 2017 relating to speeding, seatbelt and mobile phone offences:

Camera Offences	2016	2017	% change
Speeding offences	48776	56213	+15.2
Seatbelt offences	365	555	+52.1
Mobile phone offences	101	85	-15.8
<b>Total</b>	<b>49242</b>	<b>56853</b>	<b>+15.5</b>

#### **ANPR:**

22. Automatic Number Plate Recognition (ANPR) technology is used within Kent to help detect, deter and disrupt criminality at a local, force, regional and national level. In addition to being mounted within police vehicles, police monitored ANPR cameras are used at fixed site locations.

23. As a vehicle passes a police monitored ANPR camera, its registration number is read and instantly checked against a database of vehicles of interest. Police officers can subsequently intercept and stop a vehicle, check it for evidence and, where necessary, make arrests. The use of ANPR in this way has helped to detect many offences, including locating stolen vehicles, tackling uninsured vehicle use and solving cases of terrorism, major and organised crime. It also allows officers' attention to be drawn to offending vehicles whilst allowing law abiding drivers to go about their business unhindered.

24. In addition to providing, intelligence and lines of enquiry, ANPR can also confirm whether vehicles associated with known criminals were in an area at the time of a crime and dramatically expedite investigations.

#### **Community Speedwatch:**

25. With support and direction from Kent Police, [Community Speedwatch](#) enables volunteers to reduce excessive vehicle speeds on their local roads. Operating at the roadside in 20, 30, and 40 mile per hour limits, volunteers monitor the speeds of passing vehicles using portable speed indication devices.

26. Community Speedwatch activity never directly leads to prosecutions or penalties. The owners of vehicles seen repeatedly speeding or recorded at more than 50% over the limit are sent a letter of advice; officers may also visit owners in cases of repeat offending.

27. The scheme aims to:

- increase drivers' perception of the risks from speeding and encourage them to slow down
- reduce collisions and the severity of injuries on local roads
- improve the quality of life for local communities.

28. The details recorded are used to inform speed enforcement campaigns, educational opportunities and other road safety initiatives in the future, including the viability of enforcement activity such as the deployment of safety camera technology or engineering solutions.

29. The following table highlights local Community Speedwatch activity between January and December 2017:

Active Groups	Station	Sessions	Active Enforcement – passed to Specials	1st Record – Speeding (-50%)	Letter Sent MO2 – 2 <sup>nd</sup> time vehicle seen (-50%)	Letter Sent MO3 – 3 <sup>rd</sup> time vehicle seen (-50%)	Letter Sent FO1 - 1 <sup>st</sup> Time Excessive Speed (50%+)	Letter Sent FO2 – 2 <sup>nd</sup> Time Excessive Speed (50%+)	Letter Sent FO3 – 3 <sup>rd</sup> Time Excessive Speed (50%+)	Hand Delivered HD1 – 4 <sup>th</sup> letter
7	Ashford	240	1	1103	60	56	30	3	0	1
8	Canterbury	286	1	1380	46	25	57	0	3	0
7	Dover	281	14	1536	108	97	64	0	1	2
5	Folkestone	157	0	557	18	14	24	0	0	2
10	Maidstone	489	5	3094	129	161	142	5	4	1
1	Margate	19	0	130	0	0	23	0	0	0
3	North Kent	155	0	552	34	11	36	0	0	0
5	Sevenoaks	1055	16	6668	754	466	290	29	8	22
5	Sittingbourne	157	0	1024	67	23	48	0	4	2
6	Tonbridge	552	23	4779	319	494	179	5	21	5
9	Tunbridge	1107	31	5538	428	566	418	13	27	12
<b>66</b>		<b>4498</b>	<b>91</b>	<b>26361</b>	<b>1963</b>	<b>1913</b>	<b>1311</b>	<b>55</b>	<b>68</b>	<b>47</b>

#### **Conclusion:**

30. Based on the table below, it appears that the county's roads are becoming safer as a result of on-going enforcement activity and extensive partnership working, with a 24% reduction in the number of road traffic collisions in 2017 (January to December) compared with 2016:

	2016	2017	% change
Fatal	59	58	-1.7
Injury	5266	3716	-29.4
Non-Injury	5721	4607	-19.5
<b>Total</b>	<b>11046</b>	<b>8381</b>	<b>-24.1</b>

31. The Commissioner is very supportive of the work that Kent Police and partners undertake in relation to road safety and is represented on the Safer Roads for Kent Strategic Board which meets quarterly and is attended by Kent County Council, Highways England, Kent Fire & Rescue Service and Medway Council.

32. Through the refreshed Police and Crime Plan, the Commissioner also acknowledges the importance of protecting those road users who are more vulnerable due to having no protection in traffic, such as motorcyclists, pedestrians, cyclists and horse-riders.

33. The Commissioner provides funding to support the [Brake](#) road safety charity helpline for crash victims, which supports UK residents:

- if they have been bereaved or seriously injured in a crash;
- if they are caring for someone bereaved or seriously injured in a crash;
- if they are a professional, such as a police officer, teacher or health worker, wanting advice about how to help people affected by a crash

34. Victim Support also works closely with Brake in providing local community support to those bereaved or seriously injured through collisions, and the Commissioner has extended the Victim Support contract to include support for witnesses of serious collisions.
35. At the last meeting, Members will recall that they approved the Commissioner's funding proposal that included an increase in the 2018/19 police precept of £1 per month. This funding will enable the Chief Constable to recruit up to an additional 200 police officers, a number of whom will directly support roads policing and road safety across the county. This will be monitored through the Chief Finance Officer's attendance at the monthly Force Resource Board, and the Commissioner will receive regular updates from the Chief Constable at their 1:1 meetings and more formally at the Performance and Delivery Board
36. The Commissioner will continue to hold the Chief Constable to account for the totality of roads policing via their regular 1:1 meetings and formally, at the quarterly [Performance and Delivery Board](#). The next meeting is scheduled for 31 May – Panel Members and the public are most welcome.

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# Record of Decision

**ORIGINATOR:** Chief Executive

**REFERENCE:** OPCC.D.018.18

**TITLE:** Development of Ashford Police Station

**OPEN** ☒ **CONFIDENTIAL** ☐

*Reason if Confidential:*

## EXECUTIVE SUMMARY

Following a structural survey of Ashford Police Station in early 2017, it was identified that the external concrete cladding needed replacing at significant cost and a decision on the future of the building was required.

Various options were explored and discussed - including renting an alternative site or building a new police station.

Of all the options, the Chief Constable has determined that the most cost-effective and operationally beneficial is to retain the existing Tufton Street site and develop the building to ensure it meets the needs of a modern police force.

## RECOMMENDATION

In support of the Chief Constable, the PCC is recommended to release funds from reserves to enable significant improvements to be made to Ashford Police Station, as per the Medium Term Financial Plan.

## DECISION

To release funds from reserves to enable Ashford Police Station to be developed and upgraded to meet the future operational needs of Kent Police.

**Chief Finance Officer:**

**Comments:** Full costings for the development of Ashford Police station are included within the Medium Term Financial Plan.

Signature: 

Date: 24/01/2018

**Chief of Staff:**

**Comments:** The Chief Constables decision to retain Ashford Police Station as the Operational base for local policing was based on a review of the alternatives, as well as the renovation of the current location. I fully support the decision to renovate Ashford Police Station.

Signature: 

Date: 24/1/2018

**POLICE AND CRIME COMMISSIONER FOR KENT****Comments:**

Signature: .....

Date: 24 Jan 2018

**BACKGROUND DOCUMENTS:**

Kent Police Business Case

**IMPACT ASSESSMENT:**

Police and Crime Plan  
(please indicate which objectives  
decision/recommendation supports)

Supports delivery of the Safer in Kent Plan by ensuring a local police presence is maintained in Ashford town centre, and Kent Police remains accessible to all communities.

Has an Equality Impact  
Assessment been completed?

Yes ☐ No ☒ (If yes, please include within background documents)

Will the decision have a  
differential/adverse impact on  
any particular diversity strand?  
(e.g. age, disability, gender  
reassignment, race, religion/belief, sex,  
sexual orientation, marriage/civil  
partnership, pregnancy/maternity)

Yes ☐ No ☒  
There will be no differential/adverse impact on any particular strand of diversity. In fact, the upgraded building will improve accessibility for a number of diverse groups by providing facilities that fully comply with the Equality Act 2010 and other relevant legislation.



# Record of Decision

**ORIGINATOR:** Head of Standards & Regulation

**REFERENCE:** OPCC.D.019.18

**TITLE:** Permanent appointment of Chief Executive

**OPEN** ☒ **CONFIDENTIAL** ☐

*Reason if Confidential:*

## EXECUTIVE SUMMARY

Adrian Harper was appointed as Chief of Staff on secondment in June 2015.

He was made a permanent member of staff on a full time contract in June 2016.

Owing to his excellent performance, and taking advice from HR on his length of service, his contract has now been made permanent.

This will ensure continuity for the Office of the Police and Crime Commissioner.

The Commissioner has also determined that the role will be re-titled 'Chief Executive'.

## RECOMMENDATION

Not applicable.

## DECISION

To move Adrian Harper onto a permanent contract and re-title the role 'Chief Executive'.

**Chief Finance Officer:**

**Comments:** Making the role permanent avoids the cost of a recruitment campaign and the subsequent selection process. The costs related to this role are already included within the on-going OPCC budget, so there is no additional financial impact of this decision.

Signature: 

Date: 13/04/2018

**Chief of Staff:**

**Comments:** N/A.

Signature: .....

Date: .....

**POLICE AND CRIME COMMISSIONER FOR KENT**

**Comments:** 

Signature: .....

Date: 13 April 2018

**BACKGROUND DOCUMENTS:**

None.

**IMPACT ASSESSMENT:**

Police and Crime Plan  
(please indicate which objectives  
decision/recommendation supports)

The Chief Executive is responsible for overseeing delivery of the Commissioner's strategy and objectives set out in the Police and Crime Plan, as well as managing all staff within the Office of the Police and Crime Commissioner.

Has an Equality Impact  
Assessment been completed?

Yes ☐ No ☒ (If yes, please include within background documents)

Will the decision have a  
differential/adverse impact on  
any particular diversity strand?  
(e.g. age, disability, gender  
reassignment, race, religion/belief, sex,  
sexual orientation, marriage/civil  
partnership, pregnancy/maternity)

Yes ☐ No ☒  
Appointing Adrian Harper on a permanent contract and re-titling the role are administrative in nature. Therefore, they do not have a differential/adverse impact on any particular strand of diversity.

## Police and Crime Panel Forward work programme

**19<sup>th</sup> July 2018**

Election of Chairman and Vice-Chairman	Annual requirement	N/A
Complaints against the PCC, policy review and Government intentions to amend the system	Requested by Panel	Panel officers
PCC's Annual report 2017/18 (including financial information)	Statutory requirement	PCC
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
Mental Health - verbal update	Proposed by PCC	PCC
New policing model - progress report	Requested by Panel	PCC

**27<sup>th</sup> September 2018**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
Crime data integrity - outcome of follow-up inspection (including update on recorded crime increase)	Requested by Panel	<b>PCC</b>
Mental Health - verbal update	Proposed by PCC	PCC

**14<sup>th</sup> November 2018**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
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Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
Progress on recruiting additional officers	Requested by Panel	PCC
Victim Satisfaction	Requested by Panel	PCC
Mental Health - verbal update	Proposed by PCC	PCC

### **6<sup>th</sup> February 2019**

Refreshed Safer in Kent plan 2017/20	Statutory requirement	PCC
Budget and precept proposal 2018/19	Statutory requirement	PCC
Panel Annual report	Requested by Chairman	Panel officers
Mental health update	Proposed by PCC	PCC

### **April 2018**

Mental Health update	Proposed by PCC	PCC
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Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes



# Meeting Notes

**Title:** Performance and Delivery Board

**Date & time:** Wednesday 7<sup>th</sup> March 2018, 1000hrs

**Venue:** Clift Room, Kent Police Headquarters, Sutton Road, Maidstone, ME15 9BZ

**Attendees:** **Office of the Kent Police and Crime Commissioner:** Matthew Scott (Police and Crime Commissioner), Adrian Harper (Chief Executive) and Rob Phillips (Chief Finance Officer)

**Kent Police:** Chief Constable Alan Pughsley and Deputy Chief Constable Paul Brandon

## 1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present.

He acknowledged the work of the Force in reconfiguring and combining the Force Performance and Police and Crime Plan Delivery papers. He said the new style report was excellent and expressed his thanks.

## 2. Notes of Previous Meeting

The Meeting Notes from the Performance and Delivery Board held on 27 September 2017 were noted as a true and accurate record.

The following action updates were provided:

- Update on Hate Crime charge data – discharged, received out of meeting.
- Update on outcomes from Focus Group with survivors of serious sexual assault – discharged, received out of meeting.
- Update on EBIT review – discharged, incorporated within item 3 paper

## 3. Safer in Kent Plan: Delivery & Performance

The Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Chief Constable highlighted a range of work that supported the Police and Crime Plan priorities. He stated New Horizon had improved the service to victims by increasing the number of staff focusing on vulnerability, and as an example referred to a positive case study regarding a missing child. He said it was also confirmed by high victim satisfaction rates in both Domestic Abuse and Hate Crime.
- The Chief Constable outlined the significant improvements in Crime Data Integrity as a result of the measures put in place, including training, increased staff and a change in governance following Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection last year.

- The PCC was pleased to note the current high level of crime recording accuracy, and asked the Chief Constable if he was confident it would be maintained. The Chief Constable confirmed he was confident as a result of the measures implemented, including the HMICFRS auditors training the internal auditors; changes in governance and the monthly updates he personally received. He added that he believed Kent Police was now in a stronger and more sustainable position.
- The PCC asked what consultation there had been in developing wider victim satisfaction surveys and whether there was a role for the Office of the Police and Crime Commissioner (OPCC). The Chief Constable said he would welcome assistance from the OPCC and was aware that some ideas had already been explored. He added that Kent Police would continue to work with victims and that plans were in place to engage with safeguarding, industry and academic leads; furthermore, Kent Police was working with Victim Support to gauge ideas on widening work to understand victims' views.
- The PCC asked how victim satisfaction was monitored with regards to the EBIT process. The Chief Constable explained that albeit EBIT was used on a third of all crime, approximately 150 victims had already been spoken to and this would be broadened as EBIT became more established.
- The PCC asked for clarification on whether there had been an increase in Hate Crime incidents and/or the reporting of such. The Chief Constable confirmed there had been an increase in Hate Crime reporting and actual incidents and that this was in part due to improved crime recording accuracy, but also victims' having greater confidence to report.
- The PCC was pleased to hear there was a 13% reduction in antisocial behaviour but sought reassurance that this was not due to people being unable to get through on 101. The Chief Constable reassured the PCC that the number of calls into the Force Control Room (FCR) had not dropped, and in fact, the introduction of online reporting had made it easier to report antisocial behaviour. He said this was a true picture of antisocial behaviour across the county.
- Focusing on recorded crime levels, the PCC asked when the Force would be able to make like for like comparisons. The Chief Constable said in around 12-18 months from now, taking into account the measures implemented to improve crime recording accuracy, and allowing time for it to stabilise. The only exception was burglary as the definition for recording purposes had changed.
- The PCC asked about the increase in staff and supervision within the Information Management Unit (IMU). The Chief Constable explained there had been an uplift of 20 staff, including supervisors and managers, taking the total number to 97.
- The PCC highlighted that HMICFRS were inspecting other forces around stalking and harassment and asked about Force plans in relation to emerging findings. The Chief Constable confirmed that Kent Police had not been inspected, but there was a bespoke action plan which was overseen by the Deputy Chief Constable. He explained that this was important because there had been an increase of around 30% in stalking and harassment offences in Kent. He added that the satisfaction survey was also aiding the Forces understanding. The Deputy Chief Constable confirmed that a huge amount of work had taken place over the last 18 months and that Kent Police was in a much better position than previously.
- Focusing on the 30% increase in stalking and harassment, the PCC asked what this looked like numerically. The Chief Constable stated harassment reports had increased from 1135 to 3941 in the last year, and stalking offences by 167%, equivalent to an additional 213 crimes.
- The PCC provided some context as to why the numbers were low; he explained there was a legislative change in 2015, which made stalking a separate offence. He stated that training and awareness were important to ensure stalking was dealt with separately rather than under harassment legislation. The Chief Constable agreed.
- In relation to the knife crime initiative, Operation Sceptre, that ran last year, the PCC said that he had recently met with Victoria Atkins MP and Nick Hurd MP to discuss the operation and wanted to pass on Victoria Atkins' thanks to Kent Police for its work on knife crime. Since the operation had run again in February, the PCC asked the Chief Constable for an update. The Chief Constable stated the operation had run in Canterbury, Ashford and Dartford in collaboration with the British Transport Police. He said there were 16 weapon sweeps with 6 knives surrendered; 10 stop and searches; 27 engagements with youth clubs; and 5 arrests. In short, it had been a successful operation and would be run on a periodic basis in the future.
- With regards to the firearms surrender in November, the Chief Constable explained that all firearms were surrendered anonymously, but every firearm surrendered had been checked against the national database to determine if DNA or fingerprints could be matched to an outstanding crime. The Chief Constable said none of those surrendered had been linked to a crime.
- The Chief Constable provided reassurance that Kent Police would maintain 300 PCSOs and stated that they were at the heart of local communities and a very important Force asset.



- The PCC sought clarification as to whether the Community Policing Volunteers (CPVs) would replace paid PCSOs or be in addition to them. The Chief Constable confirmed that the CPVs would be in addition to the 300 PCSOs and drew a comparison to Police Constables and Special Constables. He said they would increase the visibility of the policing family in the communities they serve.
- The PCC asked the Chief Constable about the powers that CPVs would have. The Chief Constable explained that he had put together the following list, but advised it could be subject to change: power to request name and address of someone committing ASB; power to request name and address of someone failing to stop and failing to follow an officers' orders at a traffic incident; power to disperse groups and remove a person under 16 to a place of residence; power to deal with begging; power to remove abandoned vehicles; power to control traffic other than wide loads; power to place road signs, and power to save life and limb and to prevent serious damage. The Chief Constable said he wanted CPVs to have the same powers as PCSOs.
- The PCC asked about the training programme for CPVs. The Chief Constable said the training would run at weekends and evenings; the first three weekends being classroom-based and one weekend focused on personal safety. This included knowledge checks all the way through until their passing out parade.
- The PCC commended the Force for engaging via social media in a positive way and keeping the public up to date, especially during the recent adverse weather: he said the Roads Policing Unit had kept the public informed and provided sound safety advice.
- In relation to the increase in arrests for 'driving whilst unfit through drugs', the PCC asked if this was linked to the introduction of roadside drug testing kits. The Chief Constable confirmed this was one of the factors, but said it was also coupled to intelligence-driven work; identifying offenders and targeting geographic areas.
- The PCC said he was pleased to see Speedwatch data included in the paper as the volunteers give up their own time to make a difference to local communities.
- Building on the Chief Constable's comments about online crime reporting, the Deputy Chief Constable and Ian Drysdale (Director of Corporate Services) provided more up-to-date information. Using information from an Infographic, Ian Drysdale advised that on average 11% of crime reports were now being submitted online. He said the Metropolitan Police Service, which had been using online reporting for much longer, were averaging 12% and other forces across the country 3-5%. The Deputy Chief Constable said Kent Police were in a good position. The PCC requested a copy of the Infographic.
- The PCC asked if 11% was now being reported online, did that mean people were now reporting more crime which would lead to an increase. Ian Drysdale stated that it did not seem to be having an effect on overall recorded crime. He explained that in one calendar month, 620 callers who dialled 101 hung up after hearing the in-line phone message and reported online instead.
- The Chief Constable confirmed that the average 101 call answering time of 3 minutes and 37 seconds stated in the paper related to the last 12 month period.
- The PCC asked about 999 call answering data. The Chief Constable stated it was 15 seconds around Christmas time but had reduced to 9 seconds recently.
- The PCC asked whether there was a timeframe for implementation of the expanded switchboard functionality. The Chief Constable said the aim was to complete it by the end of the financial year.
- The PCC commented on the positive work of the Mental Health Team and asked whether there was any evidence of police officers waiting outside Section 136 suites. The Chief Constable confirmed that no information had reached his office regarding this.

#### **Action**

- **Force: outside of meeting, provide online crime reporting Infographic.**

#### **4. Inspections, Audits & Reviews**

The Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- In relation to HMICFRS' PEEL inspections, the Chief Constable explained that whilst the findings from the Effectiveness inspection had not yet been published, feedback had been positive and he was hopeful the Force would be graded 'Good'. He also commended officers and staff on being awarded 'Outstanding' in Legitimacy for three consecutive years.

- Referring to his role as APCC lead for Performance, and noting HMICFRS' up and coming inspection into fraud and cybercrime, the PCC asked how the Force was performing in these areas. The Chief Constable stated that the Force had re-structured how it managed fraud and cybercrime in May 2017 recognising it would be a growing challenge. The Kent Police Fraud Framework now consisted of a primary investigation team and a volume fraud team, both of which worked with Action Fraud and the National Fraud Intelligence Bureau. In addition, within the Serious Crime Directorate there was the Serious Economic Crime Unit and the Cyber Crime Unit. The Chief Constable said that he believed Kent Police had a strong structure to deal with the often complex nature of such crimes.
- The PCC asked if the Force had a good relationship with Action Fraud in terms of intelligence sharing. The Chief Constable confirmed the relationship was a positive one.
- Acknowledging that children can be the most vulnerable in local communities, the PCC sought clarification on how Kent Police was quality assuring Child Protection arrangements. The Chief Constable stated that in 2016 the Force Inspectorate conducted an internal inspection of Child Protection. As a result of their recommendations a tactical delivery plan was created which led to a presentation to all senior leaders, and a programme of work to increase awareness and training. He added that a 'Deep Dive' inspection had recently commenced, and that an update would be available soon.
- The Deputy Chief Constable confirmed there was on-going engagement with those forces which had been inspected by HMICFRS' to assist Kent Police's preparations and identify where improvements to Child Protection arrangements could be made.
- The PCC asked whether the Internal Audits referenced in the paper had identified any concerns or issues. The Chief Constable stated that three of the audits had resulted in 'Substantial Assurance'; two in 'Reasonable Assurance' and two in 'Partial Assurance' with a small amount of work to do. No inspections had resulted in a finding of 'No Assurance'.

## 5. People

The Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Chief Constable stated that Kent Police's most important asset in delivering an outstanding service to local communities was its people.
- With regards to female Chief Superintendents in the Force, the Chief Constable stated that the number had increased over recent years from none to 6 out of 11; he said this reflected the change in culture and a greater confidence in applying for promotion opportunities.
- The PCC was pleased to note the level of transparency around the Force's plans to recruit up to 200 additional police officers in 2018/19.
- The PCC asked how many BAME officers there were and the Chief Constable confirmed the figure was 96; a reduction of 3 compared to March 2017, but an increase of 3 compared to March 2016. Whilst acknowledging that the headcount for Black, Asian and Minority Ethnic (BAME) officers was low, the PCC stated that he was aware of the huge amount of work being done to recruit more BAME officers.
- The PCC referred to International Women's Day and said he was pleased with the positive culture within Kent Police and that women were being supported through the promotion process. He also asked about the recruitment of female officers; the Chief Constable said he did not have the figures to hand, but this would be provided outside of the meeting.

### Action

- **Force: outside of meeting, provide data on the recruitment of female officers.**

## 6. Finance

The Deputy Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Deputy Chief Constable stated that there was a level of underspend against the overall budget and explained the governance and controls around this.

- The Deputy Chief Constable highlighted the boost in officer numbers as a result of the PCC's funding proposal and said that this would enhance the frontline, as well as provide a greater focus on vulnerability and public contact. He added that the post implementation review of New Horizon would also identify improvements, and some of the officers would bridge the gaps.
- The Deputy Chief Constable confirmed that both Chief Finance Officers (CFOs) were working together on the challenges around the uncertainty of government funding allocations in the future.
- Focusing on the under-spend of £1.67m, the PCC asked how this had come about and what assurance could be given that funding was being spent effectively by the Force. The Deputy Chief Constable stated that Kent Police would never ask for more money than it needed. He added that the majority of the underspend related to the delay in New Horizon going live; the growth in teams was not required for the full year, but the full funding would be needed in 2018/19.
- The PCC asked if there were measures in place to ensure underspends did not get out of hand. The Deputy Chief Constable confirmed there were effective measures in place and a governance structure that included both CFOs regularly meeting.
- In relation to the cost of overtime, the PCC asked about the benefits of Operation Capture. The Deputy Chief Constable explained that in June 2017, and the lead up to New Horizon, the Force experienced unprecedented levels of demand and so Operation Capture was implemented to mobilise additional resources with the right skills. Summarising the impact of the operation, he explained that active crime reports reduced from 10,000 to 8,250, and the number of outstanding offenders from 2,283 to under 2,000. He added that the number of POLIT (Police Online Investigation Team) warrants had also decreased from 90 to under 50. He said Divisional Commanders and Heads of Department had provided positive feedback, reporting that the extra resources had enabled them to manage, reduce and stabilise significant demand across a number of work streams. In addition, the funding had mitigated against potential service failures.

## 7. Collaboration & Partnership Working

The Deputy Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Deputy Chief Constable stated that the collaboration with Essex Police was as strong as ever and the search for joint working opportunities was ongoing. He went on to highlight a number of successful partnerships and collaborations, including: the Seven Force Strategic Collaboration Programme; Kent Fire Rescue Service (KFRS); South East Coast Ambulance; the Kent Community Safety Team; and GLOW project workshops - in conjunction with the network of Business Crime Reduction Partnerships.
- Focusing on the multi-agency operation in the night-time economy referenced in the paper, the PCC asked about positive outcomes and whether demand could be managed better. The Deputy Chief Constable explained that over the last 14 months, Strategic Partnerships had been running an initiative involving district licensing officers, statutory partners (e.g. Trading Standards, KFRS, the Security Industry Authority), as well as wider partners (e.g. HMRC). The overarching aims of the operation were to prevent crime and to make the night time economy feel safer. He said the impact was multi-faceted: engagement with establishments to raise awareness, high visibility patrolling; and support to partners including Taxi firms, licensees and security door staff. The Deputy Chief Constable added that the opportunity to use a range of inspection and enforcement powers was also a real benefit coupled with the opportunity to identify vulnerabilities and offences.

## 8. Topical Issues & Update on Significant Operational Matters

- The Deputy Chief Constable highlighted a recent case involving the possession of indecent images and acknowledged the great work of the POLIT in arresting and obtaining evidence as a result of a search warrant. He said the offender was due to be tried at court and was expected to receive a long sentence.
- The Deputy Chief Constable talked through another case involving a Kurdish male who phoned the police for help. It transpired that he and his family were stuck in a lorry trailer, very frightened and running out of air. The local police tracked the phone, but the trailer was one of many in a lorry park, so through a mixture of sirens and continued communication, officers managed to identify the correct trailer. Upon forcing open the trailer doors, officers found a family member unresponsive and had to provide immediate first aid save her life.
- The Deputy Chief Constable provided an update on a recent Serious Crime Directorate operation. Officers spoke to two males who were standing by a vehicle. There was a brown paper bag between them which contained £30,000 in cash and inside the vehicle officers found 2kg of cocaine. Officers subsequently searched their homes, which led to a further amount of drugs, including 10kg of cannabis, and further paraphernalia being found. At court, the offenders were sentenced to 10 and 15 years.

- In light of his imminent retirement, the PCC thanked Deputy Chief Constable Brandon for his 37 years of excellent service and for the significant role he had played in getting the Force to where it was now regarding crime data integrity, efficiency, effectiveness and legitimacy. He offered Mr Brandon his best wishes for the future.

#### Overview of Actions

	Status	Owner	Due date
O/side of meeting, provide online crime reporting Infographic	Open	Chief Constable	31/05/2018
O/side of meeting, provide data on the recruitment of female officers	Open	Chief Constable	31/05/2018

**Date of next Performance & Delivery Board: 31 May 2018**