

ACCOUNTABILITY AND PERFORMANCE PANEL

A meeting of the Accountability and Performance Panel was held in the Strategic Co-ordination Centre, Police Headquarters, Martlesham on Friday 24 October 2014 at 9.00am.

PRESENT:

Office of the Police & Crime Commissioner

Chris Bland (Chief Finance Officer), Sandra Graffham (Communications Manager), Liz Hollingworth (Business Administration and Policy Officer), Chris Jackson (Chief Executive), Tim Passmore (PCC), and Claire Swallow (Deputy Chief Executive).

Suffolk Constabulary

Peter Jasper (Head of Finance), Alan McCullough (T/Detective Chief Superintendent) for agenda item 8, Bob Scully (Chief Superintendent) for agenda item 6, David Skevington (Temporary Assistant Chief Constable), Douglas Paxton (Chief Constable) and Gareth Wilson (Deputy Chief Constable).

Also in attendance for Item 2

Mike Chaplin (Positive Futures), Jo Copsy (Town Pastors), Steven Elliot (Access Community Trust), Tony Hodge (Town Pastors), Alister Jones (Access Community Trust), Paul Knight (Positive Futures) and Emma Ratzler (Access Community Trust).

PUBLIC AGENDA

1. MINUTES OF THE PREVIOUS MEETING (Paper AP14/62)
 - 1.1 The minutes of the meeting held on 13 August 2014 were agreed as an accurate record and signed by the Police and Crime Commissioner (PCC).
 - 1.2 It was confirmed that the decision paper on reserves had been completed.
 - 1.3 DCC Wilson provided an update on the Fitness Test reporting that 265 officers had completed the test since 1 September. Eight had not achieved the standard, equating to a 97% pass rate.
2. CRIME AND DISORDER REDUCTION GRANTS
 - 2.1 Reports were received from recipients of grants authorised by the Police and Crime Commissioner. A summary of the reports, questions and responses follows.

Catch 22 Suffolk Positive Futures (Paper AP14/63).

- 2.2 Paul Knight, the Project Manager for Suffolk Positive Futures, outlined the activities undertaken to date and progress towards the outcomes specified in the bid. He explained that the report included new measures to show progression, testimonies, positive feedback and statistics on the breadth of engagement.
- 2.3 The report showed there had been good progress with over 1,000 young people engaged and 514 sessions delivered by the end of September, exceeding the annual target. New projects were being set up in Bury St Edmunds and Hadleigh.
- 2.4 The Police and Crime Commissioner congratulated Suffolk Positive Futures on being finalists in the East Anglian Community Safety Awards. He said he was pleased to hear about the scheme expansion and said that these activities were a positive influence on the falling level of recorded crime.
- 2.5 The PCC asked how Suffolk Positive Futures was expected to progress in future. Paul Knight said there were opportunities for expansion to new areas where concerns had been identified. In addition he said Suffolk Positive Futures would like to improve their marketing and communications to increase partner involvement and attract more young people. The PCC agreed a communications strategy would be useful.
- 2.6 The PCC asked about funding arrangements. Paul Knight explained that the grant from the PCC was the core funding for the programme on an annual basis but that this was match funded by a range of other organisations. This year an additional £50,000 from 15 sources had been secured.
- 2.7 The Deputy Chief Executive asked how the Red Lodge scheme in Forest Heath was progressing. Paul Knight explained that Anglia Community Leisure deliver the work in Red Lodge. He said it would be good to have more activities in the Forest Heath area, potentially Brandon or Newmarket but that they were as yet unsure of the demand for this.
- 2.8 With the annual targets having already been met, the Deputy Chief Executive asked what the likely projections for the full year would be. Paul Knight suggested a total of 700-800 sessions would be realistic, as the total to date included the additional sessions run over the summer.

Town Pastors (Paper AP14/64).

- 2.9 Tony Hodge, Pastoral Director of Newmarket Town Pastors, explained that Town Pastors are volunteers providing pastoral care and engagement to people during the night-time economy across nine towns in Suffolk. The activity supports vulnerable people and de-escalates trouble.
- 2.10 Each scheme has been developed to meet local need and varies in size. Felixstowe and Newmarket are single night schemes with around 48 hours of volunteer time. The two night schemes in Bury St Edmunds and Ipswich require 86 volunteer hours and 108 hours respectively.
- 2.11 Jo Copsy, from Bury St Edmunds Town Pastors, said that the monitoring report submitted showed the statistics for the first six months of the scheme across the nine schemes running in Suffolk. She explained that in just one category of intervention recorded, 'preventing/reducing crime', 123 interventions had been delivered. This covered support with situations such as where an individual was avoiding arrest. Using the Constabulary provided cost of £950 for an arrest and detention, and estimating that half of the Town Pastor interventions had prevented an arrest, it had been calculated that Town Pastors activity had potentially made a saving of over £57,000.
- 2.12 The PCC asked whether Town Pastors had been consulted with on the Community Safety Partnerships/Suffolk Local Policing Review. Newmarket Town Pastors had

been involved in a local review with the Police and Council. Jo Copsey said that Town Pastors would welcome details of how to get involved with the review.

- 2.13 The PCC asked about plans for recruiting new volunteers and future funding. Jo Copsey said that recruitment of volunteers was an ongoing process. The PCC said he was happy to help with raising awareness.
- 2.14 T/ACC David Skevington said that the Constabulary considered the support of Town Pastors as essential for the successful policing of the night time economy. He also considered that the presence of Town Pastors was integral to Ipswich being awarded 'Purple Flag' status.
- 2.15 The Deputy Chief Executive asked whether any statistics measured the reduction in demand for public services that Town Pastors contributed to, for example through dealing with excessive drunkenness. Jo Copsey said they they had tried to explain impact in Section 2.2 of the report but that they were unable to quantify it. However she was confident that the activity of Town Pastors in supporting pub/club staff with excessive drunkenness and preventing the need to call ambulance or police indicated that they played a valuable role. It was agreed that data on demand reduction would be useful.
- 2.16 The Deputy Chief Executive asked how the Town Pastors activity at Latitude was funded. Tony Hodge said he believed there was a donation from the organisers and could provide details.
- 2.17 The PCC's Chief Finance Officer said that it would be useful for the report to show the level of funding from other sources. Jo Copsey explained that the county wide grant from the Police and Crime Commissioner was administered through 'Town Pastors Suffolk' to reduce overheads and that the appendix showed this overall expenditure and not the individual schemes. There is some local funding support from churches and local councils as well as from Suffolk Community Foundation. Town Pastors agreed to look at providing more information in the end of year report.
- 2.18 The Police and Crime Commissioner asked that his thanks be passed on to all the Town Pastor volunteers.

Access Community Trust (Paper AP14/65).

- 2.19 Emma Ratzler, Chief Executive of Access Community Trust, said that the pilot project was set up in response to increasing anti-social behaviour (ASB) involving 30-40 young people in Lowestoft.
- 2.20 The three month pilot looked at how to support young people in the area and divert them from ASB. Street level engagement was used to encourage young people to use a new youth venue (Access The Globe). There had been successful engagement with 81 individuals at the end of the 3 months with 296 individual visits to the venue. Of the 81 individuals engaged with, 60% were known to the police. A local Inspector had suggested that since the pilot began the Constabulary had received fewer calls regarding ASB in the area.
- 2.21 The youth venue is now delivering on basic needs such as food as well as supporting young people with education and skills. In the longer term the aim is to transform the venue into an educational hub. Emma Ratzler said that youth disengagement in Lowestoft, which often escalated into ASB, was often caused by the lack of food, education and activities for young people in the evening.
- 2.22 The success of the pilot has meant that the venue has been secured for a further year and Access Community Trust is currently bidding for additional funding to provide the service.

- 2.23 The PCC said that more work was required to determine the impact of the project particularly in regard to crime and disorder objectives. He asked how the pilot contributed to the partnership approach being delivered through Lowestoft Rising.
- 2.24 Emma Ratzer explained that the grant from the PCC had paid for staff time on street outreach activities. She said that the aim of the pilot was to engage with individuals, establish the issues and decide whether a service could successfully be developed. In terms of partnerships, the organisation works with Lowestoft Rising, local schools, and the Lowestoft Vision business group. Local businesses who originally identified the ASB issues were supportive of the service and would be contributing funding in the future.
- 2.25 The Deputy Chief Executive confirmed that the PCC had awarded an additional grant through the Safer Suffolk Fund for the venue. She said evidence of impact and positive outcomes were important to monitor to show value for money. The original bid had outlined that the pilot would deliver on referrals and reducing ASB, details of which were not provided in the monitoring report. Emma Ratzer explained she was awaiting more detailed data from the Police on ASB figures and would provide this.
- 2.26 The Chief Executive asked whether qualitative feedback from local businesses had been gathered to show the success of the project. Emma Ratzer said this could be provided but that, as an example, McDonalds were able to phone the street outreach workers or direct the young people to the venue rather than call the Police. Similarly staff from Marks and Spencer have contacted the service directly to deal with groups of young people. The information from local businesses indicated they are willing to support the continuation of the venue and service. Strong links with street wardens have also been developed and radio links were being used to contact the venue.
- 2.27 The Chief Executive asked whether a tangible reduction in ASB had been measured. Emma Ratzer said there had been no incidences of graffiti or jumping off the car park at the Britten Centre since the pilot commenced.

Action: Access Community Trust to provide the PCC with additional data and information on the reduction in ASB and project outcomes.

- 2.28 It was clarified that the pilot primarily addressed the issues in north Lowestoft but many of the young people come from further afield.
- 2.29 The Deputy Chief Executive asked whether Access Community Trust worked with Catch 22 on diversionary activities it was confirmed that they did.

It was agreed to consider item 6 on the agenda (Joint Custody Services) at this point in the meeting.

3. JOINT CUSTODY SERVICES, SERVICE DELIVERY AND PERFORMANCE UPDATE
(Paper AP14/72)

- 3.1 Chief Superintendent Scully said that report provided evidence that the Constabulary were taking care of those in Custody, had safe detention practices and a good standard of bail management.
- 3.2 The Chief Executive asked whether Suffolk Constabulary had been inspected by Her Majesty's Inspectorate of Constabulary (HMIC). C/Supt. Scully confirmed that Suffolk Constabulary had not been inspected yet, but that an internal assessment against the HMIC inspection criteria had been undertaken. He assured the PCC that he could be confident the custody services provided were of a high standard in the event of a no-notice inspection.
- 3.3 The PCC referred to section 1.12 of the report on Mental Health and asked what more should be done. C/Supt. Scully said that Custody has joined up safeguarding and

mental health activities. He said that 57% of detainees required medical intervention many of which are mental health interventions and he thought it was likely that mental health professionals would be required around the clock in future.

- 3.4 The Chief Constable said that the Chief Officer team had visited the Western Command area to look at the work being undertaken on sharing data in order to reduce the demand on the Constabulary and suggested that significant progress had been made.
- 3.5 The PCC asked about the impact of the liaison and diversion scheme. The Chief Constable said the preferred option was to deliver this through the Integrated Offender Management Board. Full integration, with stronger mental health provision would ensure that fewer people with, mental health problems but without criminal intention, progress through the court system.
- 3.6 It was agreed an update to the Accountability and Performance Panel on Joint Custody Services, Service Delivery and Performance would be delivered annually.

4. PERFORMANCE PRIORITIES – MONITORING REPORT JULY 2013 TO JUNE 2014 (Paper AP14/67)

- 4.1 T/ACC Skevington introduced the item saying that Suffolk is one of only ten Constabularies nationally still seeing a reduction in recorded crime.
- 4.2 The Police and Crime Commissioner said that overall he was very encouraged by the latest recorded crime figures which reflected the hard work of the Constabulary as well as the impact of partnership work and Crime and Disorder Reduction grants.

999 Call handling

- 4.3 T/ACC Skevington provided data on abandoned 999 calls following the discussion at the previous meeting. This showed an abandonment rate of 4% in Suffolk compared to 5% nationally. It was pointed out that some calls are abandoned for good reason, for example if the Police arrive whilst the caller is on the phone.
- 4.4 It was reported that sickness had recently affected staffing in the Contact and Control Room however T/ACC Skevington said he was happy the correct level of staffing is in place.

101 Call handling

- 4.5 T/ACC Skevington reported that there was an increase in the volume of 101 calls and a reduction in performance. In order to reduce the volume of 101 calls the Constabulary was continuing work on automation and also providing more information through the website on 'frequently asked questions'.
- 4.6 It was reported that ease of contact surveys show an overall level of 94% satisfaction.

Emergency Response

- 4.7 Emergency response times were reported as improving across all Local Policing Commands.

Violence with Injury

- 4.8 There has been an overall reduction in Violence with Injury which is in contrast to the national trend. The solved rate for Violence with Injury has decreased very slightly although Suffolk is ranked 8th nationally.
- 4.9 A discussion was held on the contribution and impact of different initiatives in reducing crime. The Chief Constable suggested that Evidence Based Policing would bring academic rigour to the analysis. The Deputy Chief Executive agreed and said that it

would be useful for Evidence Based Policing to undertake an overarching piece of work on the impact of PCC grant funding.

Burglary and Robbery

- 4.10 There is a good detection rate with Burglary, and similarly a positive increase in the solved rate for Robbery was reported.
- 4.11 The PCC asked about the recent spate of robberies reported in Ipswich. DCC Wilson said that where there is a problem identified the County Policing Commander ensures immediate action is undertaken.

Serious Sexual Offences

- 4.12 T/ACC Skevington reported that the measure showed an increase in recorded crime. A small proportion of the increase is due to the impact of the HMIC Crime Data Integrity inspection, as previously reported.
- 4.13 It was explained that Serious Sexual Offences is a complex area and covers a wide range of offences. The Constabulary said that Serious Sexual Offence reports were increasing nationally.
- 4.14 In Suffolk there has been a decrease in the solved rate, although T/ACC Skevington reported the measure is only 38 detections short of the 3 year baseline. It was recognised that an improvement in the detection rate was needed, however the focus for the Constabulary was on those cases of highest risk.
- 4.15 The PCC said he understood the classification and complexity but that the Suffolk Constabulary ranking of 33 out of 43 nationally was inadequate. He said that Serious Sexual Offences were of increasing concern to the public and suggested a new approach was needed to address the level of performance. He said an additional meeting was required to focus on Serious Sexual Offences and address performance.

Action: Additional performance meeting on Serious Sexual Offences to be held.

- 4.16 The Chief Constable said that the increase in the reporting is welcome and emphasised the continued need to encourage people to report crime. He said the three areas of focus for the Constabulary were: safeguarding, which is of a high standard in Suffolk; victim care; and reducing criminality through outcome measures. The Chief Constable said it would be useful to develop a measure that was a better indicator of valuable use of police time.
- 4.17 The Chief Executive asked whether the increased time taken for investigation impacts on the length of bail and whether overall the length of bail was likely to increase. The Chief Constable confirmed that analysis of volumes of material stored on technology devices, medical evidence and Crown Prosecution Service (CPS) advice all impact on bail length. He said that the length of bail needed to be monitored but thought it likely to continue as there were no planned increases in Constabulary or CPS resources to deal with resource intensive crimes such as Child Exploitation and Serious Sexual Offences.

Anti-Social Behaviour

- 4.18 A Community Trigger was now in place for Anti-Social Behaviour.
- 4.19 Separately there is a Stop and Search Trigger which is under development to deliver on the "Best Use of Stop and Search" guidance.

Domestic Abuse

- 4.20 T/ACC Skevington said that there were similar issues with Domestic Abuse to those outlined by the Chief Constable in regard to Serious Sexual Offences. The proposed supplementary performance measure would be discussed with the PCC but it was considered by the Constabulary to be a more appropriate measure.

4.21 The PCC said apparent issues in performance needed to be addressed, as was the case with Serious Sexual Offences. He said there is public concern that sentencing is too lenient. He had met with the Director of Public Prosecutions and had been assured that the CPS is taking domestic violence and abuse more seriously.

Human Resource

4.22 DCC Wilson provided a summary of Restricted and Recuperative Duties data. There were 118 officers on Restricted and Recuperative Duties including 6 pregnant/on maternity leave, 18 in fully operational roles and 51 in funded establishment posts. 43 were either in temporary roles or likely to return to full operational duties. Further detail was made available under the private agenda.

4.23 The Deputy Chief Executive asked whether Restricted and Recuperative Duties included suspended officers. DCC Wilson said that it did not but that the number of suspended officers was very low.

4.24 Sickness was on a downward trend although there was an increase in September, affecting Contact and Control Room staff in particular.

4.25 The Chief Executive said that at a recent PCC visit to ERSOU they were informed that there was low/no sickness. The Chief Constable said that historically small or specialist units would have lower rates of absence. The PCC added that the energy, enthusiasm and commitment in a new unit, also makes a contribution to morale and lower sickness rates.

4.26 It was reported that long term sickness is spread across the Constabulary and not concentrated in particular departments or roles. Stress related sickness is regularly monitored.

4.27 The PCC said the report needed to provide more explanation of the data.

5. FINANCIAL MONITORING – PERIOD TO 31 AUGUST 2014 (Paper AP14/68)

5.1 The Head of Finance gave an overview of the report and said that the year-end forecast had shifted modestly. An underspend was expected in police and staff pay but this is offset by overspend in overtime.

5.2 The PCC was pleased with the progress in harnessing government grants and suggested that plans for transformation would attract government support.

5.3 The PCC's CFO said that the Constabulary budgets set this year had included £750,000 for 20 additional police officers if required but it was not expected this will be needed now.

5.4 There would not be a need to use £115,000 for Strategic Change team posts as these were being managed through staff vacancy management. Therefore there was a very positive underspend projection.

5.5 The Chief Executive gave an overview of OPCC spend and said that the forecast underspend of £119,000 did not take account of expected spend of a £20,000 contribution to support Evidence Based Policing and £10,000 towards a scheme with other precepting authorities in Suffolk to maximise revenue from council tax. It was expected that the OPCC budget would be reduced by 5% in 2015/16 with the money diverted into victims commissioning.

6. HMIC INSPECTIONS - PROGRESS REPORTS

Action Plan Arising from HMIC Inspection on Domestic Abuse (Paper AP14/69)

- 6.1 T/ACC Skevington said that the report included updates on the nine recommendations from the original HMIC report, a number of which are continuous improvements rather than wholesale change. Section 1.13 provided a statement on confidence from HMIC.
- 6.2 Action to address the 20 criteria and 120 indicators in the National Action Plan are a significant area of current work.
- 6.3 T/ACC Skevington said he had written to key stakeholders to encourage attendance at the Multi-Agency Risk Assessment Conference (MARAC). The PCC said that commitment to the MARAC is an issue and he would support efforts to address this concern.

Action: T/ACC Skevington said he would keep the PCC updated on progress with MARAC attendance.

- 6.4 Extending the Joint Integrated Offender Management scheme to involve Domestic Abuse offenders would have resource implications that would need to be considered.
- 6.5 T/ACC Skevington said that the commitment from the PCC to additional IDVA provision was very welcome.
- 6.6 The PCC's CFO asked about the proposed ICT solution (paragraph 7.1) and the financial implication of this. T/ACC Skevington said that the partnership system was intended to enhance Multi-agency Safeguarding Hub (MASH) activity but was only at the initial stages of development.
- 6.7 It was agreed that a final report on implementation of HMIC recommendations would be presented to the Accountability and Performance Panel in February 2015.

HMIC Crime Data Integrity Review (Paper AP14/70)

- 6.8 T/ACC Skevington presented the report and said that the Crime Data Integrity Group monitors data recording to ensure the Constabulary is acting in an ethically sound manner. The group is managing the review actions which are being implemented immediately, within 3 months and within 6 months.
- 6.9 The Constabulary currently has one Force Crime Registrar but is looking at increasing this resource.
- 6.10 The Chief Executive asked whether the findings of the HMIC report had not been expected following the positive Police Data report in 2013. The Chief Constable said that HMIC had reported that the Constabulary had positive leadership and that policies and procedures were consistent with the National Crime Recording Standards. He said that although all the systems were in place it appeared HMIC were applying a different standard during the inspection.
- 6.11 The Deputy Chief Executive asked about the impact of the inspection on performance reporting. The Chief Constable said an impact was not expected across most areas but that it was already seen in Serious Sexual Offences where partnership working often leads to knowledge of a crime which is then recorded. The Deputy Chief Executive requested that T/ACC Skevington discuss the impact of this with the OPCC.

HMIC Core Business Inspection Review (Paper AP14/71)

- 6.12 T/ACC Skevington reported that the Constabulary was confident they are complying with HMIC recommendations.

6.13 National guidance was still awaited and this was delaying further progress however, it was expected that all actions would be completed before the final report is presented to the Accountability and Performance Panel in February 2015.

7. JOINT INTEGRATED OFFENDER MANAGEMENT (Paper AP14/73)

7.1 Suffolk Constabulary has always had an Integrated Offender Management (IOM) Scheme. A joint Norfolk and Suffolk Governance board has been in existence since February 2014.

7.2 Distribution of staff between Norfolk and Suffolk is shown in the operational management structure (paragraph 2.3) which also shows the Manager is a shared resource.

7.3 T/ACC Skevington said that the Suffolk IOM cohort was currently 103, with capacity to expand to 150. Priority was given to drug misuse, burglary and robbery. More female offenders had recently been accepted onto the scheme. Section 4 of the report provides qualitative comments from HMIC and the College of Policing which are favourable. Section 5 provides evidence of the reduction in the priority areas of crime.

7.4 The report outlines risks including the financial plan and resourcing for the future as well as challenges with partnership working.

7.5 The PCC said that he would like to see other partners contributing resources to this valuable piece of demand reduction work.

7.6 The Chief Executive said that there was no formal PCC decision to collaborate, nor a collaboration agreement for Joint Integrated Offender Management. He said that these were governance issues that needed resolving without delay and that collaborations should only commence once such approvals and agreements are in place.

7.7 The PCC requested the Constabulary provided a timescale for the collaboration agreement to be in place. T/ACC Skevington said that the Collaboration Agreement was being worked on but there were some issues regarding decision making that needed to be resolved.

Action: Constabulary to ensure the Decision Paper and draft collaboration agreement on JIOM is sent to the PCC for consideration and approval.

7.8 The Deputy Chief Executive said that the more qualitative measures and outcomes do not appear to be presented in the report. She also asked how the PCC could support IOM through grants. T/ACC Skevington suggested this could be achieved through the Joint IOM Governance Board.

8. COLLABORATION UPDATE – PROCUREMENT AND SUPPLIES DEPARTMENT (Paper AP14/74)

8.1 The PCC asked how procurement supports the local economy and also whether the Constabulary is joining up with other public sector organisations in procurement. The Chief Constable said that section 12.1 of the report covered activity with the Suffolk Countywide Suffolk Procurement Group.

9. ANY OTHER BUSINESS

9.1 There was no other business.

PRIVATE AGENDA

[A detailed account of the discussions and decisions on the following items is contained in the Confidential Minutes.]

10. CONFIRMATION OF MINUTES

10.1 The confidential minutes of the meeting held on 13 August were agreed as an accurate record and signed by the PCC.

11. PROTECTIVE SERVICES COMMAND UPDATE

11.1 The report provided an update from each Directorate within the Protective Services Command. The contents of the report were noted.

12. CHIEF OFFICER RISK REPORT AND CONSTABULARY RISK REGISTER

12.1 The report provided an overview of the Chief Officers' Strategic Risk Register. The contents of the report were noted.

13. PERFORMANCE PRIORITIES: HUMAN RESOURCES

13.1 Following discussion under item 4, further detail was provided on Restricted and Recuperative Duties and Sickness.

The meeting closed at 12.25pm.

SUMMARY OF ACTIONS

Minutes	Action	Owner
2.27	Access Community Trust to provide the PCC with additional data and information on the reduction in ASB and project outcomes.	Access Community Trust
4.16	Additional performance meeting on Serious Sexual Offences to be held.	OPCC & DCC Wilson
6.3	T/ACC Skevington said he would keep the PCC updated on progress with MARAC attendance.	T/ACC Skevington
7.7	Constabulary to ensure the Decision Paper and draft collaboration agreement on JIOM is sent to the PCC for consideration and approval.	T/ACC Skevington