

## **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 4 September 2015 at 2pm.

### **PRESENT:**

#### **Office of the Police & Crime Commissioner**

Liz Hollingworth (Business Administration and Policy Officer), Christopher Jackson (Chief Executive), Tim Passmore (PCC), and Claire Swallow (Deputy Chief Executive).

Chris Bland (Chief Finance Officer for the PCC and Chief Constable).

#### **Suffolk Constabulary**

Steve Jupp (Temporary Deputy Chief Constable) and Gareth Wilson (Temporary Chief Constable).

## PUBLIC AGENDA

### 1. MINUTES OF THE PREVIOUS MEETING

- 1.1 The minutes of the meeting held on 16 June 2015 were agreed as an accurate record and signed by the Police and Crime Commissioner (PCC).
- 1.2 Updates on actions arising from the minutes had been sent to the PCC in advance of the meeting.
- 1.3 The Chief Finance Officer (CFO) gave an update on the Council Tax (single person discount) review exercise the PCC had contributed to. He had requested information from each district council on the number of single person discounts disallowed following the review and had received information from Babergh, Mid Suffolk and Ipswich. The expected increase in council tax revenue across the three districts was £470k. The CFO said he was confident that these figures could be extrapolated to around £1m additional revenue across Suffolk, which would equate to around £120k benefit to the PCC (11% of the total). This would be an approximate return on investment of ten to one.

### 2. PERFORMANCE PRIORITIES MONITORING REPORT 1 JULY 2014 TO 30 JUNE 2015

#### Call Handling

- 2.1 T/DCC Jupp presented the Performance report. The Contact and Control Room (CCR) had received 18,000 emergency calls during the year and had answered nearly 92% of these within ten seconds. The non-emergency '101' number received 46,000 calls and answered 61% within the target. An action plan is in place to ensure the issues with call handling are being addressed.
- 2.2 The Constabulary is evaluating the 'service desk' approach to ensure that THRIVE is an effective approach and will update the PCC at the October meeting of the Accountability and Performance Panel.

***Action: Constabulary to provide an update on the 'service desk' evaluation.***

- 2.3 The PCC said that he was concerned that recruitment to the CCR was being delayed until January 2016. The T/Chief Constable said that the current cohort of new recruits needed to become established before induction of new recruits commenced. He reassured the PCC there was an effective process in place to recruit and train CCR staff whilst maintaining a suitable level of supervision.
- 2.4 The Deputy Chief Executive said that the introduction of STORM and THRIVE had meant extra time was needed to deal with calls. She was concerned that, despite the reduction in the volume of calls, the level of performance had not changed. T/DCC Jupp said that based on the experience of other Constabularies the length of calls was slightly longer than average, so although THRIVE means problem solving was occurring at the time of the call, the time taken needed to be addressed. A Detective Inspector has undertaken analysis, the findings are being reviewed and will be discussed with staff.
- 2.5 The Deputy Chief Executive noted that the Police and Crime Plan measure for emergency call handling is to answer a minimum of 90% within ten seconds but the performance report uses the 3 year average as a baseline which is 92%. It was agreed the report should reference the Police and Crime Plan measure.
- 2.6 The T/Chief Constable said that evidence based policing research on mental health resources in the CCR was being undertaken by the Better Policing Collaborative.
- 2.7 The PCC said he had been reassured during his recent visit to the CCR that morale had increased.

Violence With Injury

- 2.8 T/DCC Jupp said that the volume of violence with injury was increasing, although changes to Home Office requirements for recording have influenced this. An action plan is in place to address the solved rate which is decreasing. The Constabulary remains 7th nationally.
- 2.9 The T/Chief Constable gave an example illustrating the impact of the change in crime recording rules. He said analysis of the impact of the rule changes had been undertaken and could be presented at a future meeting.
- 2.10 The PCC asked whether the changes had been communicated to the public. The T/Chief Constable said that some examples would be confidential but said that there had been national and regional media coverage.
- 2.11 The PCC asked for more detail on body worn video cameras. The T/Chief Constable said that trials had been undertaken and storage issues had been addressed. Body worn video was a core principle of the Digital Strategy and was essential for evidence capture, accountability and public confidence. The T/Chief Constable said it also enabled swift investigation of complaints.
- 2.12 The PCC asked whether violence with injury crimes were analysed by category. T/DCC Jupp said that location of crimes were routinely captured and marked if they

were Night Time Economy related. He said that ATHENA would enable a greater level of analysis.

#### Burglary

- 2.13 The performance report showed a low level of burglaries recorded in June 2015. T/DCC Jupp reported that an effective police response in the west of the county to burglaries had ensured criminals were being dealt with through the Criminal Justice system. T/DCC Jupp said that ATHENA and Automatic Number Plate Recognition (ANPR) would help identify and prevent people travelling in to the county to commit offences.
- 2.14 The PCC asked why the priority crime reduction teams had changed given the good results that had been achieved. Domestic Burglary remained a priority and changes were being introduced to instil a culture of investigation so any officer at a scene would undertake investigation. The T/Chief Constable said that there was continued investment in investigations in order to provide an effective service.
- 2.15 The PCC said that he found some court sentences inadequate and asked whether the Constabulary were able to affect sentencing guidelines for prolific offenders. The T/Chief Constable said that the Constabulary could ensure that victim impact statements were taken account of. In addition, courts were provided with background statements about the impact of the crime on the community.
- 2.16 The PCC had asked the Better Policing Collaborative to research the impact and value of the Integrated Offender Management scheme to provide evidence of the impact to partners.

#### Robbery

- 2.17 It was reported that offending had plateaued and remained at a low level. The Constabulary had focused on the robbery solved rate which was improving. Crimes tended to be seasonal and concentrated in certain locations, despite the small numbers offences robbery remained a priority for the Constabulary.

#### Serious Sexual Offences (SSO)

- 2.18 T/DCC Jupp reported an increase in the number of serious sexual offences reported, including historic offences. This is in line with national trends. Reasons for the continued increase included media coverage and it was thought that increased partnership work had improved victim confidence in reporting offences.
- 2.19 An analysis on perpetrators, victims and locations of offences had been undertaken. A monthly meeting was being held to review performance and a Detective Chief Inspector was leading an internal review. The T/Chief Constable said that the increase in offences reported to the police in Suffolk had lagged other forces.
- 2.20 The PCC said that more resource had been invested in Serious Sexual Offences as a priority area where demand was known to be increasing. As this remained an area of concern he asked what more could be done to improve performance.
- 2.21 T/DCC Jupp said he was taking personal oversight of Serious Sexual Offences and confirmed that Priority Teams had been set up to support the dedicated rape teams in Bury St Edmunds and Ipswich.
- 2.22 The Deputy Chief Executive said that meetings had been held with Chief Superintendent Skevington, the Head of the Protecting Vulnerable People Directorate and the Joint Performance and Analysis Department to discuss performance data in detail. A report was being prepared for the PCC.
- 2.23 The PCC asked whether other agencies were contributing adequately to the Multi-agency Safeguarding Hub. T/DCC Jupp said that new governance arrangements

were in place and he was content that CEOs across Suffolk were prioritising joint working. He said that if attendance did not improve he would advise the T/Chief Constable and PCC.

#### Drugs

- 2.24 The number of drug offences had declined and is relatively low. Offences were primarily for Class B drugs and concentrated in Ipswich and Lowestoft although pockets of offending in Bury St Edmunds were being addressed.

#### Anti-Social Behaviour (ASB)

- 2.25 It was reported that large decreases in ASB had been recorded.

#### Victim Satisfaction

- 2.26 T/DCC Jupp said that the Constabulary continued to focus on victim satisfaction. The County Policing Command victim forum and the specialist forum for victims of Domestic Abuse/SSO enabled the Constabulary to understand and redirect their focus to areas of concern to victims.

#### HR

- 2.27 The PCC noted the lack of data in the HR section of the performance report. T/DCC Jupp said that there had been some initial issues with the Enterprise Resource Planning (ERP), and paper based reporting had been introduced for some processes. These issues had been rectified, confidence in the system had increased and accurate data would be available shortly.
- 2.28 The PCC said that it seemed the technology had not been implemented properly and that the workforce had raised various issues regarding ERP with him. He said he was concerned that there may be similar issues with the introduction of ATHENA.
- 2.29 The T/Chief Constable said that ERP would provide one consistent set of data for the organisation. He assured the PCC that any outstanding had been resolved and that any paper based systems being used would be phased out early in 2016.
- 2.30 Chief Superintendent McCullough is leading ATHENA implementation. The T/Chief Constable said he would make a final decision on 'go live' when he was satisfied that everything had been done to ensure implementation issues areas were minimal.
- 2.31 The PCC said that the data in the report showed the proportion of the workforce that were on restricted or recuperative duties was increasing. The T/Chief Constable said that the figure remained stable at around 10% of the workforce and that the Change Programme was addressing this issue. T/DCC Jupp said he was intending to meet the Force Medical Examiner with the Head of HR as well as the Police Federation to discuss appropriate roles for those who need to have restricted duties. The T/Chief Constable reiterated that those who are on restricted or recuperative duties are still an effective part of the workforce.

### 3. FINANCIAL MONITORING AS AT 31 JULY 2015

- 3.1 The CFO introduced the report which was the first financial report for the 2015/16 year and showed the revenue budget, capital and savings programme.
- 3.2 The current position projected a Constabulary underspend of £188k with the main variances being underspend in Police Pay and Property related costs and a surplus in income. This was offset by overspend in Transport (vehicle repairs and insurance) and Supplies and services (ICT). The CFO said that the Constabulary had been notified in March 2015 that the contribution to the Home Office for the Police National

Computer would increase. This had not been reflected in the Medium Term Financial Plan.

- 3.3 The end of year position was being reviewed and updated to reflect pressures including implementation of Athena and job evaluation. The CFO said that consideration should be given whether to use reserves for the additional investment required or whether this could be covered by the existing budget.
- 3.4 It was expected that the £5.4m savings outlined in Appendix B of the report would be over achieved by £0.5m due to savings brought forward in Custody. The PCC asked whether the overachievement in savings would be recurring and the CFO confirmed that £5.369m was a recurring saving and £507k was a one-off saving.
- 3.5 The PCC expressed concern that reserves may need to be used to complete the introduction of ERP. The CFO confirmed there would be a post project review and that it was only the contingency budget allocated to ERP that could be utilised.
- 3.6 The PCC asked when he would be receiving the review of the pay evaluation exercise. The T/Chief Constable confirmed the review was being undertaken and would be complete in early October 2015.
- 3.7 The CFO said he would confirm to the PCC the financial year in which the capital receipt for the premises in Woodbridge would be shown.

**Action: The CFO will confirm financial year of capital receipt for the Woodbridge premises.**

- 3.8 The Chief Executive said that the Office of the PCC corporate budget had been set at £0.995m but, following the decision for the PCC and T/Chief Constable to share a Chief Finance Officer on a temporary basis, this would be reduced for the 2015/16 financial year.

#### 4. SUFFOLK COLLABORATION

- 4.1 The T/Chief Constable gave an overview of the report and said that ICT recruitment was no longer categorised as a significant risk. Market supplement awards were assessed on case by case basis and the supplement was reviewed on an annual basis by the department manager and HR. A small number of staff currently had market supplements which affected ICT roles in particular.

**Action: The T/Chief Constable agreed to provide the market supplements list to the PCC.**

- 4.2 The PCC said he was concerned about the equality of resource allocation in Estates and Facilities. The T/Chief Constable said that he was content that, despite the number of major estates programmes currently being delivered, resourcing was equitable. The T/Chief Constable confirmed that insurance issues had delayed the Kesgrave Police Station.

#### 5. USE OF STOP AND SEARCH IN SUFFOLK

- 5.1 T/DCC Jupp said there had been a steady decrease in Stop and Search in Suffolk. Over 400 officers had been trained in what constitutes an effective Stop and Search. Overall 89% of people stopped and searched in Suffolk said they understood the reason for the search and 88.5% said they were treated courteously.
- 5.2 The data showed that 12.6% of those stopped and searched were from a BME background, and although this was a slight increase on the previous year, it remained below the national average (excluding London) of 13%.

- 5.3 The PCC asked for BME data to be presented by individual category in future reports, as had previously been the case.
- 5.4 The Constabulary continued to train officers and implement the actions from the Best Use of Stop and Search (BUSS), HMIC inspections and the All Party Parliamentary Group (APPG) for Children recommendations.
- 5.5 T/DCC Jupp said he had met with Ipswich and Suffolk Council for Racial Equality (ISCRE) who were complimentary about the Constabulary's Stop and Search work.

## 6. UNDERSTANDING DOMESTIC ABUSE IN SUFFOLK

- 6.1 T/DCC Jupp said that the Constabulary had developed the action plan to ensure the recommendations for the Police and Criminal Justice System were addressed. A workshop had been held on 22 July and whilst there were some issues with engagement these had been resolved and the meeting had been productive. The work was being overseen by a Detective Inspector and overseen by a Superintendent reporting to the T/DCC. Monitoring would be undertaken by the Joint Operational Improvement Group, chaired by the T/DCC, and would link into the Safe and Strong Communities Board.
- 6.2 The Chief Executive said the report was disappointing as a public facing document as it did not refer to the original request from the PCC. The report did not give an overview of how many partners were involved or progress made. The lack of dates in the action plan made it difficult to judge progress and there was little evidence of the creative or innovative approaches suggested by partners.
- 6.3 The T/Chief Constable said progress had been difficult but he was pleased to report that previously reluctant agencies were contributing in a positive manner.
- 6.4 The Chief Executive said that the report did not convey the extent of the partnership work that had taken place. The Deputy Chief Executive agreed and said the role of the Detective Inspector lead was not clear. It was agreed that the Deputy Chief Executive should meet with Chief Superintendent Skevington and ACC Kearton to discuss this.
- 6.5 The T/Chief Constable said that the action plan was the Constabulary response to be followed by multiagency work to take the research recommendations forward.
- 6.6 The Deputy Chief Executive said that the T/Chief Constable remained accountable to the PCC for the Constabulary actions whilst the Safe and Strong Communities Board would lead on governance for partnership work.
- 6.7 It was confirmed that the Constabulary was waiting for the HMIC report on vulnerability.

## 7. DOMESTIC ABUSE ACTION PLAN

- 7.1 The PCC noted the report and agreed an update on progress should be received in 12 months.

## 8. PROTECTING VULNERABLE PEOPLE - CHILDREN AND YOUNG PEOPLE UPDATE

- 8.1 T/DCC Jupp said that the Constabulary had increased resource for Children and Young People with a focus on the Suffolk Safeguarding Children Board, reflecting the increase in demand as set out in the report.

- 8.2 It was reported that the Child Independent Sexual Violence Advisor (ISVA) had a full case load and the Constabulary had undertaken a review to determine whether there was a business case for another post. A further strategic profile on Child Sexual Exploitation would be produced.
- 8.3 It was confirmed that the four outstanding actions arising from the Child Protection audit would be completed with the introduction of ATHENA in October 2015.
- 8.4 The PCC noted there were two safeguarding boards and questioned the efficiency of this particularly for Constabulary resources. The T/Chief Constable said he believed a report had been produced, but as the Adult Safeguarding Board was relatively new it was considered a review should not be undertaken at the current time.
- 8.5 It was confirmed that the Suffolk Safeguarding Children Board report would be received at the Accountability and Performance Panel in October 2015.
- 8.6 The Deputy Chief Executive asked whether the action at point 1.18 in the report was to address missing children. T/DCC Jupp confirmed that the Constabulary was working to increase prevention through working with Children's Homes and statutory agencies on early engagement, education and planning.

9. POLICE LED PROSECUTIONS (COURT PRESENTATION) RESULTS FROM 2014/15

- 9.1 The PCC noted the report.

10. ROADS POLICING AND FIREARMS OPERATIONS UNIT

- 10.1 The report outlined the work of the Roads Policing and Firearms Operations Unit (RPFOU). It was noted that Response teams, Safer Neighbourhood Teams and Community Speedwatch all support the specialist Roads Policing Function in Suffolk.
- 10.2 Enhancements to the current operations are being considered including the introduction of high visibility motorcycle enforcement and a unit at Bury St Edmunds.
- 10.3 The PCC said that the interventions for Suffolk should have been shown at section 1.7 of the report. The T/Chief Constable said that the data included that from joint staff at the Acle location covering both Norfolk and Suffolk. The T/Chief Constable said if there data were available he would provide it to the PCC.

***Action: The T/Chief Constable agreed to provide data for Suffolk on 'Fatal Four' interventions.***

11. IMPLEMENTATION OF ENTERPRISE RESOURCE PLANNING SYSTEM (ERP)

- 11.1 The PCC noted the report and referred to comments made under agenda item 2.

12. ANY OTHER BUSINESS

- 12.1 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.]

### 13. CONFIRMATION OF MINUTES

13.1 The confidential minutes of the meeting held on 16 June 2015 were agreed as an accurate record and signed by the PCC.

### 14. PROTECTIVE SERVICES COMMAND UPDATE

14.1 The PCC said that the report had been received and reviewed. No questions were arising.

### 15. PROTECTIVE SERVICES CONTEST UPDATE

15.1 The PCC said that the report had been received and reviewed. No questions were arising.

The meeting closed at 4.05pm

## SUMMARY OF ACTIONS

<b>Item</b>	<b>Action</b>	<b>Owner</b>
2.7	Constabulary to provide an update on the 'service desk' evaluation.	Chief Constable
3.7	The CFO will confirm financial year of capital receipt for the Woodbridge premises.	CFO
4.1	The T/Chief Constable agreed to provide the market supplements list to the PCC.	Chief Constable
10.3	The T/Chief Constable agreed to provide data for Suffolk on 'Fatal Four' interventions.	Chief Constable