



PAPER AP17/1

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 16 December at 9.30am.

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), Rachel Kearton (Assistant Chief Constable) and Gareth Wilson (Chief Constable).

In attendance

Patricia O'Brien and Paul Daltry (Police and Crime Panel) and Paul Banjo (Suffolk County Council).

PUBLIC AGENDA

1. MINUTES OF THE PREVIOUS MEETING (AP16/53)
 - 1.1 The minutes of the meeting held on 21 October 2016 were agreed as an accurate record and signed by the PCC.
 - 1.2 ACC Kearton said that referrals to the Multi Agency Risk Assessment Conference (MARAC) had increased significantly since it had been established but that the increase was comparable to national trends. Safelives had introduced the 'Single Front Door' project in Suffolk and an evaluation would begin in January 2017. The Chief Constable said that the PCC would be kept up to date on progress.
 - 1.3 The Temporary Deputy Chief Constable said that impact of the Policing and Crime Bill on pre-charge bail was still not fully known but the aim was to reduce the length and duration of bail.
 - 1.4 It was expected that there would be a significant change in how the Constabulary authorised pre-charge bail with initial bail authority given by an Inspector and a further

review by a Superintendent. A review of the changes in Essex suggested that the resource burden on Superintendents may require a change in the Command structure.

- 1.5 Consideration of victim and witness safety and cultural change would be required as well as technical changes to Athena which were being progressed.
- 1.6 The Constabulary had asked the Home Office to consider delaying implementation but this was unlikely to happen.
- 1.7 The PCC said that the resource implications should be reflected in the Medium Term Financial Plan. The T/DCC said that this had been factored in and he would continue to keep the PCC informed of progress.

2. FINANCIAL MONITORING AS AT 31 OCTOBER 2016 (Paper AP16/54).

- 2.1 The PCC said that the Home Office funding announcement for 2017/18 had been received on 15 December. He said he was aware that there were some other cost pressures that would need to be accommodated, for example the apprenticeship levy, changes to pensions and some inflation.
- 2.2 The Chief Finance Officer said that the report provided an overview of finances to the end of October 2016 at which point the year end forecast was an expected underspend of £250k for the Constabulary and £75k for the Office of the Police and Crime Commissioner.
- 2.3 Police officer and PCSO recruitment continued but the vacant posts during the year had increased the amount of overtime which had been paid.
- 2.4 A significant increase in resource had been required to deal with recent major investigations although some mutual aid had been drawn upon. The CFO said that it was likely this would have an impact on the end of year forecast and the next report to the Panel would provide more detail.
- 2.5 The PCC said he was conscious of the recent unplanned demands on the budget from major investigations and said that other funds, where available, should be called upon.
- 2.6 The PCC asked whether the interest rate of 4.51% for the Public Works Loan Board (Appendix D) was set by government. The CFO confirmed this was a fixed rate.
- 2.7 The PCC asked what reserve level was expected at the end of the financial year. The CFO said that this would depend on the final outturn for the financial year and the extent to which there was a need to call on reserves. The outturn for 2015/16 had included a recommendation to access reserves for the recruitment programme and it was likely that the issues being considered in the Medium Term Financial Planning process would impact on reserves in terms of funding non-recurring items. However the CFO said he was mindful of the level of reserves and whether further savings were required.
- 2.8 A meeting to discuss the Medium Term Financial Plan (MTFP) would be held the following week. The development of the MTFP had been informed by the Outcome Based Budgeting (OBB) process which had identified where savings could be made in 2017-18 and future years.
- 2.9 The CFO confirmed that the Home Office police grant for Suffolk for 2017-18 had been confirmed as just under £69.5m, a reduction of £900k. The Home Office was allocating additional funding to the Transformation Fund. The Chief Constable said that the Transformation Fund was for regional and national initiatives and that work was required to ensure those initiatives benefitted Suffolk.
- 2.10 The PCC said he was continuing to discuss changes to the police funding formula and would be consulting with the public.

3. PROPOSED PERFORMANCE REPORT FORMAT FOR MONITORING PROGRESS AGAINST THE POLICE AND CRIME PLAN 2017-2021 (Paper AP16/55).
- 3.1 The T/DCC said that the report considered how the Constabulary could better describe performance relating to the objectives in the new Police and Crime Plan. A range of measures had been proposed for monitoring in order to show performance in a more holistic manner. Due to the number of focus areas in the Police and Crime Plan it had been agreed that the report would provide detail on 'exception' areas, where the data showed fluctuations outside of the statistical norms. These exception areas would be reported on in more detail.
- 3.2 The PCC agreed that reporting should focus on the statistical exceptions although he said he was keen to see data that provided reassurance to the public. The PCC requested that the report should in future show both the highlights of performance but also areas for improvement and the actions the Constabulary was taking to address issues.
- 3.3 The Deputy Chief Executive said that the covering report should have provided more explanation as to the purpose and methodology used in developing the report and the areas for further development. She said that the range of actions resulting from the new Police and Crime Plan were not only for the Constabulary to deliver on and delivery would be over a period of four years.
- 3.4 The Chief Constable said that he was fully supportive of the Police and Crime Plan and that the intentions would need to be communicated to the workforce to ensure effective delivery
- 3.5 The Deputy Chief Executive said that further work with the Constabulary was required to ensure the report was useful to the PCC and the public in describing performance against the Police and Crime Plan. It was agreed that whilst the report provided a framework for future reports, further work was required on the format and content.
- 3.6 The Vice-chair of the Police and Crime Panel, Paul Daltry, said that the Panel would be looking for the report to provide trend data and comparison trends over time, and comparison to other police forces.
- 3.7 An overview of current performance was provided. Emergency call handling performance remained within the national target of 90% of calls answered within ten seconds. Emergency response times were currently 2 percentage points below the minimum standard of 90% attended within 15 minutes (urban) and 20 minutes (rural).
- 3.8 Solved rates for domestic abuse crimes had risen recently to 28% (from the 26% reported in the paper). The solved rate for Serious Sexual Offences was 12%. The Constabulary believed that the focus on victims would result in the best outcomes. Public confidence remained high and the Constabulary was ranked in the top half of the country for Public confidence.
- 3.9 The Chief Executive said that the HMIC effectiveness inspection had provided positive feedback on how the Constabulary had been dealing with Serious Sexual Offences. The Chief Constable said that he would need to wait for the final report from HMIC (due in February 2017) to confirm this although he agreed the investment into the vulnerability area had been seen as positive.
- 3.10 The PCC requested clarification on the change in definition to Killed and Seriously Injured (KSI) statistics whereby all collision data was captured regardless of severity. The Deputy Chief Executive asked whether this was a national definition and whether the breakdown between serious and slight was available to explain the increases. The Chief Constable said he was unsure as to whether this data could be provided.
- 3.11 The PCC asked why the change in terminology within the 'Fatal Four' group to 'distraction' had been made. The Chief Constable said that he expected this would have arisen from publicity on accidents where distraction had been the major factor.

The PCC said he was keen to ensure there were consistent messages to the public on the Fatal Four including mobile phone usage.

- 3.12 The number of staff and officers on recuperative and adjusted duties was provided in the report. The T/DCC said that discussions with the Medical Practitioner continued on recuperative and adjusted duties and managers were supported through Constabulary policies.

4. SUFFOLK COLLABORATION (Paper AP16/56).

- 4.1 The PCC said that the Estates Strategy would need to be taken into consideration in the development of the Medium Term Financial Plan.
- 4.2 The T/DCC said that the reference under Joint Finance to Payroll was in respect of the changes to the department across Norfolk and Suffolk Constabularies. Staffing was no longer a significant issue following a period of recruitment.
- 4.3 The Chief Constable said that he understood the work being undertaken by PWC was national and supported by the Transformation Fund.
- 4.4 The Chief Executive said that the Head of Procurement role for the 7 Force Collaboration had been agreed by Chief Constables and PCCs. He understood that interviews were due to be held in January.
- 4.5 The Chief Executive asked for clarification on the status of the European Court ruling reference on page 10 in regard to the impact on the Protective Services Command. The T/DCC said that an outcome from the Court was still awaited.

5. USE OF STOP AND SEARCH IN SUFFOLK (Paper AP16/57).

- 5.1 ACC Kearton said that the report covered the period from October 2015 to September 2016. The report indicated that fewer stop and searches had been undertaken than in the previous year. The stop and searches undertaken could be seen to be more effective in that a lower proportion were classified as 'no further action'. The decrease in the use of stop and search was in line with the national trend.
- 5.2 Nine out of ten people who had been stopped and searched reported that they understood the reason for the search and were treated with respect and dignity by the officer(s).
- 5.3 An inspection on compliance with the Home Office Best Use of Stop and Search (BUSS) Scheme found that Suffolk Constabulary was one of only 12 forces nationally who were fully compliant. The Constabulary continued to strengthen elements of the scheme including grounds for search, lay observation and the introduction of a ride-along scheme.
- 5.4 The main reason stop and search was used was in response to drug related intelligence. The Constabulary operated three drug related operations and continued work to prevent and respond to the supply of drugs from outside the county.
- 5.5 Section 2.5 of the report provided information regarding the disproportionality of stop and searches in Suffolk. Members of the public from a black or minority ethnic (BME) background were 2.5 times more likely to be stopped than white people.
- 5.6 The report also provided 'postcode' analysis within table 5 which indicated that the majority stop and searches of BME people were undertaken on people not resident in Suffolk. This was indicative of the trend whereby the supply of drugs was coming from other counties and of the intelligence received.
- 5.7 ACC Kearton said that future stop and searches would only be undertaken in response to multiple sources of intelligence to ensure corroboration. It was likely this would help counteract any unconscious bias in the Constabulary or in members of the public

supplying intelligence. Unconscious bias training for officers would be undertaken in 2017 and was expected to be mandatory annual training.

- 5.8 ACC Kearton said she also undertook audits of stop search forms with the Superintendent and Inspector responsible for stop and search, the findings of which were fed back into officer training.
- 5.9 The PCC said he was pleased with the successful introduction of the BUSS scheme and said that he had attended the recent Stop Search Reference Group. The Ipswich and Suffolk Council for Racial Equality (ISCRE) were content with the improvements to stop and search being undertaken.
- 5.10 The PCC said that he was concerned about how to explain the apparent disproportionality to the public. ACC Kearton agreed an anonymised case study to illustrate how a stop and search was undertaken on the basis of intelligence being received would be useful.
- 5.11 The Deputy Chief Executive requested that the report was refocussed in future to reiterate why accountability on stop and search was important.

6. SUFFOLK LOCAL POLICING MODEL - EVALUATION (Paper AP16/58).

- 6.1 The Chief Constable said that funding for the police in Suffolk was 20% lower per head of population than the national average according to HMIC, with a cost of 44p per person per day in Suffolk compared to the national average of 55p per person per day.
- 6.2 The Chief Constable said that whilst the Constabulary had commenced a programme of recruitment during 2016 they had not yet recruited the number of police officers budgeted for. There had been an average of 30 police officer vacancies during the year.
- 6.3 In order to deal with the increase in demand on the Constabulary as well as address emerging crime areas, more resource had been put into policing child abuse, cyber-crime, vulnerable people and modern day slavery.
- 6.4 The recruitment and training programme continued to address both the growth requirements and the replacement needs of the Constabulary; it was forecast that around 100 officers would leave during the next financial year.
- 6.5 ACC Kearton said that the report presented the initial findings of the evaluation of the Suffolk Local Policing Model. An interim report would be presented to the Accountability and Performance panel in February 2017 followed by a full report in April 2017.
- 6.6 The model had been introduced at the same time as the Enterprise Resource Planning System and Athena system which had meant there had been substantial changes during 2016.
- 6.7 The model had delivered a redefined remit for Safer Neighbourhood Teams, introduced dedicated PCSO roles for Hate Crime, Young People and Vulnerability, an enhanced online presence and the introduction of the Investigation and Crime Management Hub.
- 6.8 The PCC said that the series of public meetings undertaken in 2016 had shown that the public were generally supportive of changes however he believed that communication with the public still required improvement.

7. COMPLAINTS AND PROFESSIONAL STANDARDS (Paper AP16/59).

- 7.1 The T/DCC said that there had been a 1% increase in the number of complaints from 150 in the period April to September 2015 to 152 in the same period in 2016 and an increase from 277 to 366 allegations. Suffolk remained one of the lowest complaint areas in the country.

- 7.2 Complaint reduction work continued to consider trends that could be addressed across the whole organisation. The current focus was on the category of 'other neglect or failure' comprising 32% of allegations.
- 7.3 Lessons learnt were circulated to all departments and quarterly meetings were held with the Independent Police Complaints Commission (IPCC).
- 7.4 The PCC asked whether the increase in allegation (21%) reflected a national trend. The T/DCC said that nationally there had been an increase but the greater increase in Suffolk was likely to be the result of over-recording in Suffolk. The Constabulary was currently reviewing the complaints policy.
- 7.5 The Chief Executive said that Audit Committee members had asked about the outcome of the disciplinary case on data protection. The T/DCC said that the police officer had been dismissed.

8. ANY OTHER BUSINESS

- 8.1 The PCC asked to be kept up to date on the progress with police officer recruitment and plans for 2017/18.
- 8.2 The PCC also requested information on how Constabulary procurement was supporting the UK and local economy in line with the Police and Crime Plan. The Chief Constable said that this was happening within the confines of legislation and asked whether the PCC had specific concerns. The Chief Finance Officer said that he would discuss the contribution of the department with the PCC.

Action: The CFO will arrange a discussion between the Procurement department and the PCC.

- 8.3 The PCC said that the public meetings held across Suffolk had uniformly raised the issue of drugs and asked for a report on drug related crime and police response.
- 8.4 The Chief Constable said that a report from ERSOU would be circulated to regional PCCs by 30 December 2016. A report on the Suffolk response would be produced for the next Accountability and Performance Panel.

Action: A report on 'County Lines' drug supply to be presented at the February Accountability and Performance Panel.

PRIVATE AGENDA

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

9. CONFIRMATION OF MINUTES (Paper AP16/60).
 - 9.1 The confidential minutes of the meeting held on 21 October 2016 were agreed as an accurate record and signed by the PCC.
10. COMPLAINTS, MISCONDUCT AND PROFESSIONAL STANDARDS (Paper AP16/61).
 - 10.1 The T/DCC presented the report and said that there were no exceptions to bring to the PCC's attention.

The meeting closed at 11.50am.

SUMMARY OF ACTIONS

Item	Action	Owner
8.2	The CFO will arrange a discussion between the Procurement department and the PCC.	Chris Bland
8.4	A report on 'County Lines' drug supply will be presented at the February Accountability and Performance Panel.	ACC Kearton