



PAPER AP17/44

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 June at 9.30am.

PRESENT:

Office of the Police & Crime Commissioner

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

Suffolk Constabulary

Peter Jasper (Head of Joint Finance), Steve Jupp (Temporary Deputy Chief Constable), Simon Megicks (Assistant Chief Constable) and Gareth Wilson (Chief Constable).

In attendance

Paul Knight and Mike Chaplin (Suffolk Positive Futures) and Tony Hodge and Shirley Austin (Town Pastors) for items 1 - 2.

Darrell Dunnett and Darris Harris (Police Federation) and Colin Adwent (East Anglian Daily Times) for items 1 – 13.

Apologies

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

PUBLIC AGENDA

1. MINUTES OF THE PREVIOUS MEETING (AP17/25)
 - 1.1 The minutes of the meeting held on 28 April 2017 were agreed as an accurate record and signed by the PCC.
 - 1.2 The audit of compliance with the Code of Practice for Victims of Crime will be presented to the PCC at the Accountability and Performance Panel in October 2017. ACC Rachel Kearton had taken on responsibility for ensuring compliance with the code.
 - 1.3 The Chief Constable said he would provide a list of forthcoming Strategic Profiles to the PCC.

Action: Chief Constable to provide a list of Strategic Profiles to the PCC.

- 1.4 The Chief Constable provided an update on the Suffolk 2025 programme. The change programme will be implemented from 1 April 2018. Some changes had already been implemented including improvements to public communications. The Suffolk 2025 programme team will provide information to the Outcome Based Budget process.
- 1.5 The PCC said that he had received questions from the public about whether PCSO shift patterns could be changed. The Chief Constable said that the proposals regarding PCSO shifts would be considered within the change programme and budget setting exercise.

2. POLICE AND CRIME COMMISSIONER CRIME AND DISORDER REDUCTION GRANTS

Catch 22 Suffolk Positive Futures (Paper AP17/26)

- 2.1 Paul Knight, the Suffolk Positive Futures Manager, said that the report for 2016/17 evidenced the achievements against the six target areas set for the year. Statistics and demographics of the participants were included in the report along with case studies.
- 2.2 Activities had been extended in west Suffolk to Brandon, Mildenhall and Newmarket. The core PCC grant had enabled Suffolk Positive Futures to leverage in other sources of funding and had enabled staff to develop their mental health awareness and undertake first aid training.
- 2.3 There had been 12,878 attendances from 2,102 individual young people in 2016/17. The programme had helped 32 young people not in mainstream education achieve a qualification. Positive feedback on the impact of the programme had been received from Pupil Referral Units (PRUs) and Suffolk Constabulary.
- 2.4 The PCC asked what type of work was undertaken with the PRUs. Paul Knight said that they worked with two PRUs in Ipswich (Lindbergh and Westbridge) and also with students in Lowestoft who were on the verge of being excluded from school. The programme used sport as the hook to engage the young people in the first place and then provided opportunities to take a qualification and develop other skills.
- 2.5 The Chief Constable said that feedback from the Constabulary was positive. Staff had praise for the services which contributed to reducing demand on the Constabulary. Plans were in place for PCSOs to engage further with the PRUs.
- 2.6 The PCC asked what else public sector organisations could do to help disadvantaged young people engage in positive activities, gain qualifications and enter employment. Paul Knight said that the programme would find it useful to have a wider range of organisations and services to refer young people to.
- 2.7 Paul Knight said that no programmes were currently running in Mid Suffolk but, should there be evidence of need and the opportunity to generate funding, additional activities could be set up. The PCC suggested that Stowmarket and Eye could be considered for new programmes.
- 2.8 The Deputy Chief Executive said that the report showed that Suffolk Positive Futures had worked hard to continuously improve the service and had exceeded their targets.
- 2.9 The Deputy Chief Executive asked whether the value for money target would be achievable in future years. Paul Knight said that the organisation had experience in leveraging funding and he hoped that research with Sport England and University College Suffolk might enable other funding streams to be secured. The Deputy Chief Executive requested to be kept informed of the research which was investigating mental health in young people.
- 2.10 The Deputy Chief Executive said that she was keen to ensure there were formal referrals from statutory agencies so that activities were targeted effectively. Paul

Knight said that the majority of attendances were 'open access' however he agreed that the self-referrals, where an individual may have heard about the activities from the Youth Offending Service (YOS), could be formalised.

- 2.11 Paul Knight said that Suffolk Positive Futures were not directly involved with the current activity addressing gang activity in Ipswich but did provide a scheme in the Jubilee Park area.
- 2.12 The PCC said he would arrange to visit some of the Suffolk Positive Futures activities and asked for his thanks to be passed on to all the staff and volunteers.

Town Pastors (Paper AP17/27).

- 2.13 Tony Hodge, the Chair of the Town Pastors Board of Directors and Shirley Austin, Director, presented the Town Pastors report for 2016/17 to the PCC.
- 2.14 Town Pastors are volunteers from local churches who engage, care and listen to serve people in the night time economy. They provide support to vulnerable people, de-escalate trouble, reduce crime and fear of crime.
- 2.15 The number of schemes in Suffolk had increased to ten with the introduction of Town Pastors in Leiston during 2016. Schemes are co-ordinated across Suffolk but are run by local volunteers and vary in size and hours in response to local demand.
- 2.16 Statistics were included in the report and the Town Pastors provided a summary of cases that reflected the human aspect of the interactions they had along with feedback from individuals they had assisted and their families.
- 2.17 Tony Hodge said that the Town Pastors had recorded an increase in activity during the year and they felt this was due to a general upturn in the night time economy. On a typical weekend there were between 20-24 volunteers working various hours between 8pm to 4am and contributing between 190 and 240 volunteer hours. Tony Hodge said that this equated £4 per 'on street' hour. The prayer support team also contributed another 100 volunteer hours.
- 2.18 The total annual cost of Town Pastors across Suffolk is £104k and the PCC grant supported 48% of this cost with the rest of the funding raised through other grants, churches and individual contributions.
- 2.19 Shirley Austin provided examples of incidents where Town Pastors had made a difference to individuals and their families. Town Pastors had worked with other partners, including pub and club landlords, takeaway food shop owners and the police to contribute to a safer night time economy in Suffolk.
- 2.20 Tony Hodge thanked the PCC for his continuing support and the commitment to fund Town Pastors.
- 2.21 The PCC said that Town Pastors provided a valuable service and the equivalent cost per hour for the volunteer time and associated outcomes indicated good value for money from the grant. He asked whether there was anything else that should be considered to develop the schemes.
- 2.22 Tony Hodge said that Town Pastors were planning to promote the schemes further in order to recruit new volunteers. Funding for the different schemes would be reviewed in response to the changes in local demand.
- 2.23 The PCC said he would arrange to visit one of the schemes and asked for his thanks to be passed on to all the Town Pastor volunteers.

3. REVENUE AND CAPITAL OUTTURN AS AT 31 MARCH 2017 (Paper AP17/28)

- 3.1 The Head of Joint Finance said that the PCC group had an underspend of £0.228m for the financial year 2016/17 comprising underspends of £0.019m for the Constabulary, £0.086m for the OPCC and £0.123m for PCC Commissioning.

- 3.2 Section 1.4 of the report recommended a £19k contribution from the Constabulary to the budget reserve and £209k to the PCC reserve.
- 3.3 An underspend of £1.198m was reported for joint capital schemes, relating primarily to joint ICT schemes which were continuing into 2017/18.
- 3.4 The Head of Joint Finance said that the outturn for Safecam was £511k. This would contribute to the Safecam Reserve, increasing it to £885k, to be used for road safety schemes.
- 3.5 The outturn report indicated the position prior to audit and included some contingent liabilities, as outlined in section 9 of the report. The Head of Finance said that should these liabilities change before the end of the audit there would be an effect on the final outturn.
- 3.6 The PCC asked whether investment in Automatic Number Plate Recognition (ANPR) was on schedule. The Chief Constable said that funding and equipment for existing infrastructure had been agreed. Potential enhancements to static and mobile ANPR were being reviewed and the recommendations would be reported to the PCC.

Action: The Chief Constable to provide the PCC with a timescale for reporting ANPR recommendations.

- 3.7 The PCC asked whether reserves had been used to fund the Motorcycle Casualty Reduction Team. The Head of Finance said that £206k from reserves had been used, as indicated in Appendix E. The PCC reiterated his commitment to the team. The Chief Constable said that the team was currently providing assistance to Response Teams whilst still undertaking Road Casualty Reduction work.
- 3.8 The PCC asked for more information on the Body Worn Video (BWV) budget. The Chief Constable said that BWV was being led by Chief Superintendent Mike Fawcett (Norfolk Constabulary). The planned assumptions on the number and size of videos required to be stored had been proven during the testing phases. The Chief Constable said that a report on BWV implementation could be provided once the equipment had been in use for six months.

Action: Report on Body Worn Video implementation to be presented to the PCC.

- 3.9 The Deputy Chief Executive asked whether 'Other employee costs' included overtime and, if so, what proportion of the expenditure in 2016/17 was overtime. The Head of Finance said that other employee costs had been over budget and he would provide further information on overtime expenditure.

Action: Head of Finance to provide further information on overtime expenditure.

- 3.10 The PCC asked for an update on the implementation of IP telephony. The Chief Constable said that testing was continuing and confirmed that he had provided the PCC with an outline of the benefits that IP telephony provided.
- 3.11 The Chief Constable confirmed that the new system would be live in Suffolk first. Whilst the legacy systems were different, the issues with implementation were the same across both Suffolk and Norfolk.
- 3.12 The PCC asked whether progress had been made with identifying the required savings for 2018-19. The Chief Constable said that a range of savings had been identified. Emergency response remained the priority but the Chief Constable also emphasised the importance of demand reduction and crime prevention. The requirement for more preventative work was clear but the Chief Constable said this was difficult to achieve whilst public expectations for visible, timely policing and extensive public engagement were so high.
- 3.13 The Chief Constable said that he was concerned about action by other statutory agencies, which resulted in additional demand on the Constabulary for example with mental health services. The PCC said that the retention of mental health practitioners in the Contract and Control Room should be discussed with the Clinical Commissioning Group to ensure that good partnership work continued. The Chief

Constable agreed and said that whilst Suffolk had a good track record on joint working, mental health remained an area of concern.

3.14 The Chief Constable said that Body Worn Video should support prosecutions, increase public confidence, protect officers from malicious complaints and improve behaviour. A planned increase in mobile working would increase officer efficiency.

3.15 The PCC said that he would continue to lobby Suffolk MPs to support a change in the funding formula.

4. PERFORMANCE PRIORITIES MONITORING REPORT – 1 APRIL 2016 TO 31 MARCH 2017 (PaperAP17/29)

4.1 The Chief Constable gave an overview of the performance report.

4.2 Violence with injury crimes had previously been under-reported by victims and the Chief Constable said he hoped that the increase in recorded crime, detailed in the report, was due to increased confidence by victims in reporting and increased ability of officers to recognise when these crimes had been committed.

4.3 The number of anti-social behaviour incidents continued to decrease. The Chief Constable said that the focus for the Constabulary was on prevention through local work by PCSOs and working with other agencies.

4.4 The number of robberies in Suffolk during the course of the year amounted to less than one a day. The Chief Constable said that the relatively small numbers could be attributed to the emphasis that had been placed on prevention. Design Out Crime Officers (DOCOs) considered the potential for changes, for example in street lighting, that provide more permanent solutions to problem areas. DOCOs would be consulted about new developments although the Chief Constable said their advice was not always taken on board by developers, perhaps for commercial reasons.

4.5 The PCC asked whether robberies were linked to the use of weapons. The Chief Constable said that where a robbery included the use of a weapon it was most likely to be a knife. Recorded crime would also reflect whether the victim perceived there was a weapon.

4.6 The PCC said that he was pleased to see the good performance on drug trafficking. The Chief Constable said that the results reflected recent proactive operations.

4.7 The Chief Constable said he was concerned about the additional workload that had been created by 'County Lines'. Liaison on County Lines continued with police colleagues across the eastern region and other agencies including the British Transport Police and outer London boroughs. Shared concerns included the exploitation of vulnerable young people and children and young people going missing.

4.8 The Deputy Chief Executive said that the indicators of victim satisfaction were good, for example, despite a low burglary solve rate, victims tended to be satisfied. The Chief Constable said that there were burglary cases where the perpetrator was known but recording a detection was not possible.

4.9 The PCC asked how technology based crimes were categorised. The T/DCC said that the Home Office counting and recording rules were complex but it was the main offence that would be recorded. It was recognised that crimes were increasingly enabled by technology.

5. VICTIM SATISFACTION AND CONFIDENCE (Paper AP17/30)

5.1 The report was noted and no questions were raised.

6. EVALUATION OF THE IMPACT OF DOMESTIC ABUSE (DA) MATTERS TRAINING
(Paper AP17/31)

- 6.1 The Joint Performance and Analysis Department had informed the PCC that the College of Policing were undertaking further work which could have an impact on the report meaning the evaluation report had not been published. The PCC said that the evaluation report was an excellent piece of work and he was keen to ensure it was published as soon as possible.
- 6.2 The T/DCC said the report provided information on the implementation of the evaluation recommendations.
- 6.3 The DA Matters training would continue to be delivered to new recruits and would be part of the ongoing training plan. Investigation teams had also received the training.
- 6.4 The Suffolk Domestic Abuse team had been successfully incorporated into the Multi-agency Safeguarding Hub (MASH).
- 6.5 The T/DCC said that the Home Office changes to monitoring victim satisfaction had meant a new process was required to capture feedback from victims of domestic abuse.
- 6.6 The PCC asked whether the One Front Door concept was working. The Chief Constable said that the project supported multi-agency working which was particularly important in dealing with domestic abuse. The T/DCC said that further improvements to data sharing and data quality were required.
- 6.7 The Deputy Chief Executive said that whilst the training had been delivered to magistrates it had unfortunately not been evaluated.

Action: Chief Constable to raise evaluation of magistrates training with the Local Criminal Justice Board.

- 6.8 The Deputy Chief Executive said the findings of the evaluation in the east of the county added further evidence of a difference in practice which resulted in comparably low referrals for domestic abuse and serious sexual offences in East Suffolk. The Chief Constable said that there was a difference in culture and the training that had been undertaken had a significant effect on the workforce in the east of the county. The Chief Constable said that this change was being consolidated through the leadership of the Superintendent (East).

7. USE OF STOP AND SEARCH IN SUFFOLK APRIL 2016 – MARCH 2017 (Paper AP17/32)

- 7.1 The T/DCC said that overall the report presented a positive picture.
- 7.2 The report showed that the number of stop and searches had decreased by 61% and 20% had a positive outcome. The T/DCC said that stop and search was being used in a very targeted way to address issues with drugs and weapons. A new training package was planned for autumn 2017 delivering 2 days training to officers each year.
- 7.3 The PCC said that there seemed to be a high proportion of cases where no further action (NFA) was taken. The T/DCC said that stop and search was always undertaken on the basis of intelligence but these did not always lead to an outcome.
- 7.4 The PCC asked whether the disproportionality (whereby people whose ethnicity was categorised as BME were 5.3 times more likely to be stopped and searched than people of 'White' ethnicity) was similar to other parts of the country. The T/DCC said that the numbers of BME stopped were relatively low in Suffolk. The Stop and Search Reference Group and the Equalities Panel both scrutinised the use of Stop and Search in Suffolk and provided community feedback.
- 7.5 The Chief Constable said that the Lammy independent review of the treatment of, and outcomes for, Black Asian and Minority Ethnic individuals in the Criminal Justice

System would report shortly. It was likely the review would include findings relevant to the police.

- 7.6 The PCC asked whether Body Worn Video would impact on the performance within Stop and Search. The Chief Constable said that it was likely that BWV would add legitimacy to the organisation, including when used during stop and searches, as well as increasing public confidence.

8. SUFFOLK COLLABORATION (Paper AP17/33)

- 8.1 The PCC said that the report needed to change to reflect strategic issues.

Action: The Chief Constable agreed to consider changes to the Collaboration report structure and content.

- 8.2 The Chief Executive said the report needed to be a strategic report and the report should have reflected that 7 collaboration agreements with Norfolk had recently ended and seven agreements had been renewed (six of them for 5 years) underlining the continued commitment to the collaborative agenda.

- 8.3 The Chief Constable said it should be noted that Special Branch officers had moved to the Eastern Region Special Operations Unit (ERSOU).

9. WORKFORCE REPORT 2016-2017 (Paper AP17/34)

- 9.1 The T/DCC said that the report presented the position at the end of March 2017.

- 9.2 The workforce data indicated that the Constabulary was 37.65 staff below the budgeted establishment at 31 March 2017. The T/DCC said this figure had subsequently reduced to 30 below establishment and was projected to be 15 below at 31 August, equating to a vacancy rate of 3%. It was forecast that the workforce would be 1.5% below establishment by 31 March 2018. The Chief Constable said that he was content with this position and he had ensured that vacancies would be spread across the organisation, including joint Norfolk and Suffolk departments, so that the Safer Neighbourhood and Response Teams were not overly burdened.

- 9.3 The Deputy Chief Executive asked what proportion of vacancies were for police constables. The Chief Constable said that it was forecast the number of PCs would be 22 below establishment by the end of August and there would be four more Sergeants in post than budgeted for. The Chief Constable said that the staffing ratios were being addressed to ensure supervision was at an optimum level.

- 9.4 The Chief Executive asked why the workforce rank table (page 2) indicated that there were four Chief Officers in Suffolk and why the number of Superintendents was over establishment. The Chief Constable said that the table should have indicated that whilst T/ACC Louisa Pepper was a Suffolk officer, the position held was the joint Protective Services ACC, to which Suffolk Constabulary contributed 43%. The Chief Constable said that the variance of Superintendents should only be +1 as the Home Office funded a direct entry Superintendent. The additional Superintendent was leading Safeguarding following the transfer of Superintendent David Cutler to the Suffolk 2025 programme.

- 9.5 The PCC said he would like to be kept informed about changing workforce numbers so he could provide public reassurance.

- 9.6 Initial officer training had been reviewed with the Police Federation and the Learning and Development department in order to reduce the length of the programme whilst still ensuring new recruits were able to benefit from traditional learning and supervised out of classroom experience. Accelerated training enabled the Constabulary to deliver more recruitment programmes during the year without having to compromise on quality.

- 9.7 The PCC said he was concerned that the higher than national average standard for entry to Suffolk Constabulary was a barrier to entry and had reduced the number of applicants.
- 9.8 Whilst there have been sufficient numbers passing the recruitment stages to date, in order to make the training feasible, the Chief Constable said that he was concerned about the number of applicants.
- 9.9 Suffolk Constabulary had set the recruitment standard higher (a pass mark of 57) than the national minimum requirement of 50. The Chief Constable said that he would not compromise on the quality of recruits by lowering the standard.
- 9.10 The PCC asked how many individuals the Constabulary would expect to apply to each recruitment round. The T/DCC said that the number of applicants was down approximately one-third on the ideal position.
- 9.11 The PCC asked for more information on how the last cohort of 247 applicants had progressed. The Chief Constable said that he would supply the PCC with the recruitment flow indicating how many of the applicants were unsuccessful at each stage e.g. assessment centre, interview and vetting.

Action: Chief Constable to provide data on recruitment and numbers passing each stage.

- 9.12 The PCC asked what action the Constabulary was taking to increase the number of applicants. The Chief Constable said that terms and conditions were being reviewed nationally. The report listed a number of activities at section 4 including Positive Action and significant marketing through social media. The Chief Constable said that work to improve the image of policing as a career was required at a national level.
- 9.13 The Chief Constable said that the position on graduate entry had been clarified and he suggested that this would be beneficial for more diverse recruitment in the longer term.
- 9.14 The workforce planning committee was considering skills deficits and how to address these. The Chief Constable said he was concerned about the difficulty in recruiting investigators and was pleased that direct recruitment of Detective Constables had been agreed with the College of Policing.
- 9.15 The PCC asked for further detail on the Suffolk Public Sector Graduate Programme. The T/DCC said that Suffolk Constabulary was part of the pilot programme and had contributed £18,000. The PCC suggested the Transformation Challenge Award could contribute to the programme.
- 9.16 The PCC asked when the Constabulary would be able to maximise the benefit from the Apprenticeship levy. The Chief Constable said that he was optimistic that all of the levy could be recouped through apprenticeships and there was an 18 month time period in which to do this.
- 9.17 The Chief Constable said that the Head of Joint HR was considering the totality of workforce leavers including those retiring at full and mid service, ill health retirements and those leaving due to misconduct.
- 9.18 The PCC said he had been pleased with the way the Constabulary workforce had been able to manage workload and still fulfil national responsibilities. However he was concerned that the current workload had an impact on morale and sickness and ultimately had an impact on public confidence.
- 9.19 The Chief Constable said he was content with the focus on staff welfare and HMIC had recently reported positively on wellbeing.
- 9.20 The PCC asked for further details on limited duties and sickness management, including departmental trends where remedial action could be taken.
- 9.21 The Chief Constable said that HR business partners liaised with departments on sickness. Managers had been provided with support in how to deal with sickness absence.

- 9.22 The Deputy Chief Executive asked whether the proportion of police officer and police staff sickness was being compared. The T/DCC confirmed that sickness rates for officers and staff were being considered in order to understand any underlying issues.
- 9.23 The Deputy Chief Executive said the report had made good progress and went part of the way to fulfilling the PCC's requirements. The Chief Constable said the information in the report needed refining in relation to the complexity of joint functions.
- 9.24 The Deputy Chief Executive said she was keen to see the proportions of staff by activity, for example where staff were undertaking roles traditionally undertaken by officers for example in cybercrime, custody and investigations.

10. VALUING YOUR VOICE – EMPLOYEE ENGAGEMENT SURVEY (Paper AP17/35)

- 10.1 The Chief Constable said that he was committed to undertaking the employee engagement survey on an annual basis. The University of Durham had presented the results to Chief Officers and had confirmed that the findings were in line with their analysis of results nationally. The University had provided guidance on how to best address the issues arising.
- 10.2 The PCC said that the turnaround from survey to presentation of results should be timelier to allow for changes to be put in place and embed before the next survey.
- 10.3 The Chief Constable said that the survey had a good response rate and there was the ability to make comparisons year to year.

11. ANNUAL REPORTS

- 11.1 The following reports were received and noted by the PCC.

- a. Diversity Annual Report 2016/17 (Paper AP17/36).
- b. Annual Health and Safety Report 2016/17 (Paper AP17/37).
- c. Independent Custody Visiting Scheme Annual Report (Paper AP17/38).
- d. Independent Advisory Group Annual Report 2016/17 (Paper AP17/39).

- 11.2 The PCC placed on record his thanks to the Independent Custody Visitors and members of the Independent Advisory Group.

12. COMPLAINTS AND PROFESSIONAL STANDARDS UPDATE (Paper AP1740).

- 12.1 The Deputy Chief Constable said that the report indicated a small increase in the number of complaints from the public. This trend was replicated nationally. The T/DCC said that the PCC should be assured that the number of complaints was still very low. The Constabulary aimed to resolve complaints at the earliest point possible and learn lessons so that mistakes were not repeated.
- 12.2 The PCC asked why the length of time for investigation and resolution had increased. The T/DCC said that a number of complex cases had implications for workload however Norfolk and Suffolk still dealt with complaints in a more timely manner than other forces in the Eastern Region.
- 12.3 The Chief Constable said that the report could include examples of the type of advice given and action taken to explain service recovery and management advice.

13. ANY OTHER BUSINESS

- 13.1 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.]

14. CONFIRMATION OF MINUTES (Paper AP17/41)
 - 14.1 The confidential minutes of the meeting held on 28 April 2017 were agreed as an accurate record and signed by the PCC.

15. COMPLAINTS, MISCONDUCT AND PROFESSIONAL STANDARDS UPDATE (Paper AP17/42)
 - 15.1 T/DCC Jupp presented the report, the content of which was noted.

16. CHIEF OFFICERS RISK REPORT AND STRATEGIC RISK REGISTER (Paper AP17/43)
 - 16.1 The Chief Constable presented the report, the content of which was noted.
 - 16.2 The Chief Constable said the report would be re-formatted for ease of reading.

The meeting closed at 12.35pm.

SUMMARY OF ACTIONS

| Item | Action | Owner |
|-------------|--|-----------------|
| 1.3 | Chief Constable to provide a list of Strategic Profiles to the PCC. | Chief Constable |
| 3.6 | The Chief Constable to provide the PCC with a timescale for reporting ANPR recommendations. | Chief Constable |
| 3.8 | Report on Body Worn Video implementation to be presented to the PCC. | Chief Constable |
| 3.9 | Head of Finance to provide further information on overtime expenditure. | Head of Finance |
| 6.7 | Chief Constable to raise evaluation of magistrates training with the Local Criminal Justice Board. | Chief Constable |
| 8.1 | The Chief Constable agreed to consider changes to the Collaboration report structure and content. | Chief Constable |
| 9.11 | Chief Constable to provide data on recruitment and numbers passing each stage. | Chief Constable |