



PAPER AP15/18

ACCOUNTABILITY AND PERFORMANCE PANEL

A meeting of the Accountability and Performance Panel was held in the Strategic Co-ordination Centre, Police Headquarters, Martlesham on Tuesday 24 February 2015 at 9.30am.

PRESENT:

Office of the Police & Crime Commissioner

Chris Bland (Chief Finance Officer), 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

Sarah Hamlin (Assistant Chief Constable), Peter Jasper (Acting Chief Finance Officer), Andrew Mason (Superintendent, for item 3), Tim Newcomb (Assistant Chief Officer), David Skevington (Temporary Assistant Chief Constable) and Gareth Wilson (Deputy Chief Constable).

Also in attendance for item 2

Drena Black (Waveney Domestic Violence and Abuse Forum), Jo Copsey and Tony Hodge (Town Pastors) and Selina Wagstaff (Suffolk Rape Crisis).

PUBLIC AGENDA

1. MINUTES OF THE PREVIOUS MEETING (Paper AP15/1)
 - 1.1 The minutes of the meeting held on 18 December 2014 were agreed as an accurate record and signed by the Police and Crime Commissioner (PCC).
 - 1.2 DCC Wilson said that the PCC would be sent a proposal for a revised Complaints and Professional Standards report as discussed at the Panel in December. The new style report will be presented in the public part of the Accountability and Performance Panel in June 2015.

Action: DCC Wilson to send the proposal for a revised Complaints and Professional Standards report to the PCC.
 - 1.3 Analysis on the approach of professional standards to towards victims and the victims' code is being undertaken. It was confirmed that this will be shared with other constabularies and will consider statutory guidance from the IPCC and Home Office.

1.4 It was agreed that the outstanding action points on Stop and Search would be addressed under item 3 of the agenda.

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.

Waveney Domestic Violence and Abuse Forum Co-ordinator 2014 (Paper AP15/2)

2.2 The Chair of Waveney Domestic Violence and Abuse Forum, Drena Black, explained that the work of the forum co-ordinator had been funded by the PCC grant. The co-ordinator, who was employed for 11 months by the forum had overseen programmes including: Caring Dads, Freedom Programme, Escape the Trap, Who's in Charge, Trauma Therapy and Rape Counselling.

2.3 The co-ordinator post also supported the Forum poster campaign, white ribbon campaign and 'red ladies'. The Forum has continued to raise awareness, generate income and engage partners, such as Lowestoft Rising.

2.4 Drena Black thanked the PCC for the funding that supported their work and confirmed a co-ordinator had been appointed.

2.5 The PCC said that addressing domestic violence and abuse and supporting victims was a key part of the Police and Crime Plan and thanked the forum for their work. He said that the research he had commissioned UCS to undertake would be published shortly.

2.6 Drena Black said that in 2015/16 the Forum intended to develop services for children who have been affected by domestic violence.

2.7 The PCC asked about capacity in refuges and their ability to support children. Drena Black said that the Forum undertook weekly visits to support the local refuge. There are facilities to help victims move on to independent living but space is limited.

2.8 Drena Black reported that an increasing number of young men in Lowestoft were accessing support services for rape and domestic abuse. She also said that the Forum is Lowestoft centric because of the volume of clients in the town but that courses were also delivered in Beccles and Bungay.

2.9 The Deputy Chief Executive asked about the proportion of the Forum's clients who do not report to the police. Drena Black said that those victims who had not reported to the police were being supported to do so and that the counselling provided is helping victims through the process.

Suffolk Rape Crisis (Paper AP15/3)

2.10 Selina Wagstaff gave an overview of Suffolk Rape Crisis which was set up in 2010. A telephone helpline service has been in existence since 2013 and face to face counselling is now offered by professional, accredited counsellors. The organisation operates from Ipswich with outreach centres in Bury St Edmunds and Waveney.

2.11 The grant awarded by the PCC directly supported long term counselling for 71 women, (442 counselling sessions) and has helped reduce waiting times from an average of nine months to two months. The grant also supported women with transport costs and childcare whilst they accessed counselling services.

2.12 Suffolk Rape Crisis had experienced an increase in case load in 2015, possibly due to increased media coverage. Referrals, particularly from the Sexual Assault Referral Centre (SARC), had also increased.

2.13 Selina Wagstaff gave an overview of the impact of the PCC grant. 79% of those who had received counselling support said it was the first time they had spoken to anyone

about their experiences. Just under half of the victims seen had not reported to the police. A high proportion of those supported were not working (60%) but on completion of counselling all felt able to go back or start looking for work. Similarly of those clients who had eating or self-harming issues, 60% said they were feeling better following counselling.

- 2.14 The PCC said he was pleased the funding was being used to support such valuable work and asked how the service was progressing the north of the county. Selina Wagstaff reported that a small number of women had been seen in Lowestoft. Suffolk Rape Crisis had been awarded £30,000 from the Ministry of Justice and, alongside an award from the Safer Suffolk Fund to support the co-ordinator post, this would ensure services would be available in more rural areas.
- 2.15 The evaluation of the Suffolk Rape Crisis service would be sent to the PCC when completed.

Town Pastors (Paper AP15/4)

- 2.16 The PCC congratulated Jo Copsey on her British Empire Medal for services to community safety, awarded in the New Year Honours list.
- 2.17 Tony Hodge gave an overview of the Town Pastors work supporting the Night Time Economy. The report outlined activities undertaken during the busy Christmas and New Year period. During the quarter the nine local schemes across Suffolk undertook 172 weekend shifts totalling 2,500 hours. Bereavement, personal safety and protocol training had been delivered to new Town Pastors and team leaders.
- 2.18 Jo Copsey gave examples of some of the interventions Town Pastors made in the last quarter to help people at risk medically and those who could become victims of crime. The PCC said that the examples given showed the impact of the grant and that Town Pastors were contributing to the reduction in anti-social behaviour.
- 2.19 The Deputy Chief Executive asked about the relationship between Town Pastors and the NHS, given that the Town Pastor activity reduced demand on the ambulance service in particular. Jo Copsey said that the Clinical Commissioning Group had provided support to Ipswich Town Pastors.
- 2.20 The Town Pastors confirmed that 'dangerous items' dealt with tended to be glasses which they collected and removed from the streets. Town Pastors were working with local police and confirmed that reports were sent to town and district councils to make them aware of the extent of the problem. Some pubs and clubs had changed to plastic glasses. Tony Hodge said data for the final quarter of the year would reflect the recent closure of night clubs in Newmarket and Oulton Broad.
- 2.21 In response to a question from the Deputy Chief Executive, Jo Copsey said that the centralised PCC grant had worked well and had reduced administration at a local level. It was agreed that Town Pastors and the OPCC would consider how to reduce bureaucracy whilst continuing to provide reports detailing the level of demand and the impact of the grant.

3. STOP AND SEARCH UPDATE

- 3.1 Superintendent Mason gave a presentation to update the Panel on Stop and Search. He said that the Constabulary was fully compliant with the Best Use of Stop and Search scheme. It was reported that lay observation would be a challenge to implement due to the small number of stop and searches undertaken in Suffolk. The Stop and Search Mapper will be available for the public to use from 1 April.
- 3.2 Superintendent Mason presented the panel with the greater detail on disproportionality, as had been requested at the previous Accountability and Performance Panel. He said the data showed that Ipswich was the main driver for Stop and Search disproportionality in Suffolk. The relatively small number of overall

searches means that a few additional searches will affect ratios, as illustrated in the figures for the second quarter of 2014.

- 3.3 Furthermore, Operation Volcanic to target London based drug dealers, accounts for the increase in the ratio of Black and Minority Ethnic (BME) stops. The increase in the percentage of BME searches in Babergh in Q2, (slide 7) was due to Operation Volcanic in the Pinewood area of Babergh. Operation Volcanic is intelligence led and the Constabulary liaises with the Metropolitan Police regularly.
 - 3.4 Superintendent Mason said the level of complaints in Suffolk relating to Stop and Search was very low but that every complaint would now be considered through the 'Community Complaint Trigger' and investigated by the Constabulary Stop and Search lead and the Scrutiny Group.
4. PERFORMANCE PRIORITIES – MONITORING TO DECEMBER 2014 (Paper AP15/5)
- 4.1 Temporary Assistant Chief Constable Skevington introduced the Performance report and said that Constabulary performance was better than the baseline in 11 of the 14 performance indicators and all four quality measures.

999 and 101 Call Handling

- 4.2 T/ACC Skevington said that performance in 999 call handling was starting to improve. The large number of vacancies in the Contact and Control Room (CCR) had affected performance. Recruitment will continue in February and March.
- 4.3 The Chief Executive said that although the Constabulary was meeting the measure of 90% of calls answered within 10 seconds, performance had been below the Suffolk benchmark of 92% for some time. He asked what measures were being put in place to address performance. T/ACC Skevington said that as well as recruitment new technology had been introduced to help deliver a better service to the public including telephony answering systems, STORM and THRIVE.
- 4.4 From 1 April each call to the CCR will be assessed against the six THRIVE elements of Threat, Harm, Risk, Investigation, Vulnerability and Engagement to inform the response. An evaluation will be undertaken to assess the impact of the introduction of the THRIVE procedure, particularly as it may increase the length of calls.
- 4.5 The PCC asked whether the technology introduced would be adequate in the longer term. T/ACC Skevington said that the CCR relies on technology and, although there was still some outdated technology in the CCR, there had been significant investment.
- 4.6 Assistant Chief Constable Hamlin said that STORM, auto-locating systems and Automatic Number Plate Recognition (ANPR) would help improve CCR performance.
- 4.7 The Deputy Chief Executive said it was apparent that the benchmark of 92% of 99 calls answered within ten seconds would not be achieved this year. DCC Gareth Wilson said that the Constabulary was continuing to respond well to emergency incidents and that he was confident that the recruitment that had taken place would help improve the CCR service. The impact of new technology and THRIVE would be monitored.
- 4.8 It was agreed the Constabulary would provide a clear explanation of performance over the past year. Additionally the Constabulary would set out expectations for performance in 2015/16, building in referencing the potential impact of THRIVE, technology optimisation, recruitment and how the Constabulary will mitigate risks.

Action: Constabulary to provide a narrative on 999 and 101 call handling in 2014/15 and expectations for 2015/16. [Post meeting note – the PCC and T/CC agreed to address this action point at their weekly conference on 31 March.]

Emergency Incidents

- 4.9 T/ACC Skevington said that response to emergency incidents continued to exceed the baseline and is consistent across all locations. He explained that the introduction of the gazetteer will allow officers to find addresses more quickly.
- 4.10 In response to a question from the Deputy Chief Executive regarding the time taken to respond from the point of call T/ACC Skevington said that more detail could be taken from a caller whilst travel is in progress.

Violence with Injury

- 4.11 It was reported that the number of crimes of violence with injury remains favourable compared to the baseline. Despite a deterioration in the solved rate Suffolk Constabulary is ranked 4th nationally.
- 4.12 The PCC noted the increase in incidents in December 2014. T/ACC Skevington said that the crime rate was seasonally affected but that the increase was not as pronounced as in previous years.

Serious Sexual Offences

- 4.13 T/ACC Skevington said that the number of Serious Sexual Offences (SSO) recorded nationally had increased. Suffolk was also expecting an increase in crimes recorded and this was due to people having more confidence in reporting to the police as well as an increase in reporting of historic SSO. The PCC said it was encouraging that public confidence was increasing and reiterated the importance of communicating with the public and continuing to increase trust so that victims have the confidence to report these crimes to the police.
- 4.14 Resources in the Protecting Vulnerable People (PVP) directorate had been reviewed following an increase in the volume of crimes recorded. It was confirmed that 12 additional staff had been redeployed to the directorate (8 of whom have a focus on Rape and SSO) as a result of the PCC decision to increase precept for 2015/16. DCC Wilson confirmed that 6% of County Policing Command resource was deployed to Protecting Vulnerable People compared to the national average of 10%.
- 4.15 T/ACC Skevington said that, whilst the solved rate had decreased, Suffolk was ranked 24th nationally, which was a significant improvement.
- 4.16 The PCC requested a summary report be produced to explain the changes in PVP resources over the past two years, changes in national ranking and the proposed range of performance measures that had been discussed at the SSO exceptional meeting.

Action: Constabulary to provide a summary of resources and performance for the PVP directorate.

Drugs Trafficking

- 4.17 The PCC expressed concern with the level of local partner action on gangs, youth violence and drug trafficking. T/ACC Skevington said that enforcement is a police and Crown Prosecution Service responsibility and assured the PCC that the Constabulary is delivering on their responsibilities. He agreed that partner action on housing and transport was essential to support the actions in the Ending Gangs and Youth Violence Peer review. The PCC asked for a copy of the feedback on the review.

Action: T/ACC Skevington to send the 'Ending Gangs and Youth Violence' peer review report to the PCC.

Anti-Social Behaviour

4.18 T/ACC Skevington reported that the continued reduction in recorded ASB incidents is likely to be the main cause of the reduction in 999 calls.

Victims' Satisfaction

4.19 T/ACC Skevington reported that the next Satisfaction Improvement Group meeting would focus on victims' confidence and how to increase this. Discussions with the PCC's Deputy Chief Executive on victim satisfaction were ongoing.

Domestic Abuse Repeat Victimization

4.20 T/ACC Skevington confirmed that the Constabulary would continue to track the new measure alongside the existing measure of Domestic Abuse Repeat Victimization. The Deputy Chief Executive said that the new measure was particularly informative and noted that the evidence showed victims who are not considered to be high risk are most at risk of repeat victimisation. T/ACC Skevington said that the recently increased resource in this area meant that medium and standard risk victims could be monitored to ensure there is no escalation. He confirmed that any case can be escalated to the Multi Agency Risk Assessment Conference (MARAC).

4.21 It was confirmed that the 'safeguarding boards' noted in the report are new internal notice boards.

HR

4.22 DCC Wilson said that the Constabulary would be over establishment at the start of the 2015/16 financial year but during the year would reduce to be under the establishment set out in the performance paper. He said he was therefore content that the average establishment and financial savings for the year would be met.

4.23 It was agreed that the graph shown on page 17 of the performance report did not show the detail required, for example in reference to recent discussion on PVP and ERSOU resourcing.

Action: HR section in performance report to be amended to present more detail on resourcing.

Sickness

4.24 DCC Wilson said that Human Resources had assured him that the increased sickness levels in December were not due to the change programme and that the sickness level reported is not an issue for concern.

4.25 Discussions had been held with the Police Federation on the number of restricted posts. There was an understanding that all these posts will be reviewed and the number is likely to be reduced.

5. FINANCIAL MONITORING – PERIOD TO 31 DECEMBER 2014 (PAPER AP15/6)

5.1 Acting Chief Finance Officer, Peter Jasper, gave an overview of the report and said that the forecast underspend across the PCC and Constabulary Group is £0.965m. Some fluctuations could still occur and could increase the underspend to £1m but this would still equate to about 1% of the net revenue budget.

5.2 It was confirmed that additional mutual aid income had been received. There was an increased underspend in Estates following a review of shared property costs. Additionally, the Constabulary had delayed filling a number of recent vacancies which had increased the forecast underspend. The staff pay award had been approved.

5.3 The PCC's CFO said that delivering the savings requirement in 2015/16 would be challenging but he was confident that the right controls were in place. He asked how

the Home Office innovation grant was being accounted for. It was confirmed that the Capital Monitoring Group had responsibility for the grant and that it would be spent in 2014/15.

6. VICTIMS' CODE OF PRACTICE IMPLEMENTATION AND PROGRESS (PAPER AP15/7)

- 6.1 ACC Hamlin gave an overview of progress with implementing the Code of Practice for Victims of Crime. She highlighted Section 1.12 of the report which outlined the amendments to the witness statement form that will improve information collection and support to victims.
- 6.2 ACC Hamlin said that changes in technology could provide a better experience for victims going through the criminal justice system. For example the new Live Link facilities at the Sexual Assault Referral Centre (SARC) enabled vulnerable victims to provide evidence more easily.
- 6.3 ACC Hamlin said that from 1 April 2015 the Right to Review scheme would provide further opportunities for victims to challenge decisions not to prosecute a suspect.
- 6.4 Gaps in provision by local agencies are regularly reviewed by the Victim and Witness Sub group of the Local Criminal Justice Board (LCJB). The last review highlighted delays in information sharing between the Constabulary and Crown Prosecution Service systems. ACC Hamlin assured the PCC that improvements had been made.
- 6.5 The PCC said that in his view the Local Criminal Justice Board had not reached its potential and, in view of the request to him by the LCJB for funding, he said he would welcome a discussion with ACC Hamlin on the expected activity and outcomes from the LCJB.

Action: ACC Hamlin to discuss Local Criminal Justice Board with the PCC.

- 6.6 The PCC asked how the Restorative Justice Hub would be incorporated in services to victims. ACC Hamlin said that the Victims' Code included information about receiving Restorative Justice (RJ) and therefore she was confident that RJ Hub services would be utilised.
- 6.7 The Deputy Chief Executive noted that the report mainly focussed on the support provided by the police as a case progressed through the Criminal Justice process.
- 6.8 The Deputy Chief Executive said that Victim Support had suggested that the number of automated referrals from the Constabulary was falling and therefore there was a concern that victims were not being given the opportunity to access support. ACC Hamlin said she would investigate the data transfer.
- 6.9 Additionally the Deputy Chief Executive asked whether Police Officers are routinely giving victims the opportunity to make a personal statement. ACC Hamlin said she was not aware of any issues and that ideally the Constabulary would like to process Victim Personal Statements (VPS) digitally, starting with the officer at the scene. She confirmed that officers did not proactively follow up whether a victim wanted to make a VPS, following the initial offer, and said that the responsibility transferred to the Victim and Witness Service.

Action: ACC Hamlin to look at data transfers to Victims Support and whether officers are routinely giving victims the opportunity to make Victim Personal Statements.

7. RESPONSE TO HMIC 'POLICING IN AUSTERITY' INSPECTION RECOMMENDATIONS (Paper AP15/8)

- 7.1 DCC Wilson said that HMIC had made various recommendations in their Policing in Austerity report that the Constabulary were obliged to report progress against. DCC Wilson said the Constabulary had challenged some of the observations made by HMIC, for example on collaboration.
- 7.2 The Chief Executive said that the report produced for the Accountability and Performance Panel was disappointing. The request made by the PCC's office was for performance against the Suffolk Constabulary Comprehensive Spending Review – Position Paper (PCC Decision 31-2014). He said that there had been no evidence or explanation from HMIC on the statements in the Policing in Austerity report that the PCC had disagreed with.
- 7.3 DCC Wilson reiterated that the Constabulary had to publish a response to the formal recommendations HMIC made in the report. He said it was important that the Constabulary also considered the other observations made by HMIC and responded, whether there was agreement or not. However, he agreed that a report on progress against the savings plan would be useful and said the Constabulary would provide this.

Action: Constabulary to produce a performance report against the position paper for the Accountability and Performance Panel meeting in June.

8. CONSTABULARY RESPONSE TO HMIC CORE BUSINESS INSPECTION RECOMMENDATIONS (Paper AP15/9)

- 8.1 It was agreed the report was self-explanatory and no questions were raised. T/ACC Skevington confirmed that the recommendations had all been completed by the Constabulary.

9. HMIC CRIME DATA INTEGRITY REVIEW (Paper AP15/10)

- 9.1 T/ACC Skevington said that all the recommendations from the Crime Data Integrity Review had been implemented but despite significant progress it was considered more work was needed to ensure the Constabulary was in the strongest position possible.
- 9.2 It was explained that the chart on page 9 of the report showed the proportion of the sample recorded correctly not the total number of crimes.
- 9.3 The review undertaken by Essex Police found that Suffolk Constabulary processes were fairly robust. The Constabulary is considering introducing dip sampling and will look at strengthening the audit process. It was agreed the Constabulary would provide an update in June.

Action: Constabulary to provide an update report on Crime Data Integrity to the Accountability and Performance Panel meeting in June.

10. DOMESTIC ABUSE ACTION PLAN (Paper AP15/11)

- 10.1 T/ACC Skevington said that the Constabulary welcomed the independent report by University Campus Suffolk on Domestic Abuse. He said that the Constabulary would continue to work with partners. The PCC, who commissioned the research, said the report would be launched on Tuesday 3rd March.
- 10.2 T/ACC Skevington confirmed that Integrated Offender Management could be used with perpetrators of domestic abuse if it was considered there would be a benefit.

11. HMIC VALUE FOR MONEY PROFILE OUTLIERS 2014 (PAPER AP15/12)
 - 11.1 DCC Wilson said that the HMIC Value for Money Profile report showed that Suffolk was a low cost, high satisfaction Constabulary. The report also showed the value of collaborative activities.
 - 11.2 In response to a question from the PCC on ERSOU (the Eastern Region Specialist Operations Unit) performance, DCC Wilson said that this had been requested from ERSOU and he understood the work was being undertaken in March.
12. STRATEGIC COLLABORATION UPDATE (PAPER AP15/13)
 - 12.1 The Chief Executive asked about retention in the ICT department. DCC Wilson said that a meeting had been scheduled to discuss ICT resourcing as recruiting people with specialist skills was particularly difficult. The attrition rate is being monitored.
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
 - 14.1 The confidential minutes of the meeting held on 18 December 2014 were agreed as an accurate record and signed by the PCC.
15. PROTECTIVE SERVICES COMMAND UPDATE
 - 15.1 The report provided an update from each Directorate within the Protective Services Command. The contents of the report were noted.
16. PROTECTIVE SERVICES CONTEST UPDATE
 - 16.1 The report provided an update from Protective Services regarding the Home Office Counter Terrorism Strategy (CONTEST). The contents of the report were noted.
17. CONSTABULARY RISK REGISTER AND CHIEF OFFICER RISK REPORT
 - 17.1 The report provided an update on the Chief Officers' Strategic Risk Register and the intended actions. It was agreed the report should be updated to reflect recent developments.

The meeting closed at 1.20pm

SUMMARY OF ACTIONS

| Item | Action | Owner |
|-------------|--|------------------|
| 1.2 | DCC Wilson to send the proposal for a revised Complaints and Professional Standards report to the PCC. | DCC Wilson |
| 4.8 | Constabulary to provide a narrative on 999 and 101 call handling in 2014/15 and expectations for 2015/16. [Post meeting note – the PCC and T/CC agreed to address this action point at their weekly conference on 31 March.] | T/ACC Skevington |
| 4.17 | Constabulary to provide a summary of resources and performance for the PVP directorate. | T/ACC Skevington |
| 4.19 | T/ACC Skevington to send the 'Ending Gangs and Youth Violence' peer review report to the PCC. | T/ACC Skevington |
| 4.25 | HR section in performance report to be amended to present more detail on resourcing. | DCC Wilson |
| 6.5 | ACC Hamlin to discuss Local Criminal Justice Board with the PCC. | ACC Hamlin |
| 6.9 | ACC Hamlin to look at data transfers to Victims Support and whether officers are routinely giving victims the opportunity to make Victim Personal Statements. | ACC Hamlin |
| 7.4 | Constabulary to produce a performance report against the position paper for the Accountability and Performance Panel meeting in June. | DCC Wilson |
| 9.3 | Constabulary to provide an update report on Crime Data Integrity to the Accountability and Performance Panel meeting in June. | T/ACC Skevington |