

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 15 December 2015 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

Rachel Kearton (Assistant Chief Constable), Steve Jupp (Temporary Deputy Chief Constable), Louisa Pepper (Superintendent, for item 2) and Gareth Wilson (Temporary Chief Constable).

PUBLIC AGENDA

1. MINUTES OF THE PREVIOUS MEETING

- 1.1 The minutes of the meeting held on 27 October 2015 were agreed as an accurate record and signed by the Police and Crime Commissioner (PCC).
- 1.2 The following updates on actions arising from the minutes were covered.
- 1.3 An analysis of Violence with Injury had been sent to the Office of the Police and Crime Commissioner (OPCC) which concluded that the increase in recorded Violence with Injury crime in Suffolk was likely to be as a result of changes to the National Crime Recording System (NCRS) and improved compliance.
- 1.4 The Terms of Reference for the Confidence and Satisfaction Board had been circulated. The PCC asked whether the impact of the Board had been assessed, given the resource invested in the meetings. The Temporary Chief Constable said that the Board would look at measurable outcomes to demonstrate impact. A review of senior level meetings was being undertaken by the Temporary Deputy Chief Constable (T/DCC) to ensure efficient use of resources. The results of this exercise would be shared with the PCC.

- 1.5 The T/DCC said that HR data would now be provided regularly. A review of the Enterprise Resource Planning (ERP) system would be undertaken to provide lessons learned.
- 1.6 The PCC asked when a full year of sickness data would be made available. The T/DCC confirmed that between April and October 2015 sickness had been recorded using a paper based system. The PCC requested a meeting with the Director of HR and T/DCC in January 2016 to discuss performance and how the backlog of sickness records would be dealt with.
Action: T/DCC and Director of HR to meet with PCC to discuss workforce sickness data in January 2016.
- 1.7 The PCC said he was concerned about the proportion of the workforce was on restricted or recuperative duties. The T/DCC said that he was confident this could be reduced. The Deputy Chief Executive said that it would be useful to agree an acceptable level of the workforce categorised as on restrictive duties.
- 1.8 It was confirmed that arrangements for officers on restricted or recuperative duties were governed by Police Regulations which had changed as a result of the Winsor Review. The T/DCC said that the Constabulary had met with the Selected Medical Practitioner (SMP) to discuss restricted and recuperative duties and was also consulting with the Police Federation.
- 1.9 The PCC said that current fitness levels were not acceptable. The T/Chief Constable confirmed that the Constabulary was required to make suitable arrangements to accommodate the requirements of the Disability Discrimination Act and these were also being discussed with the SMP.
- 1.10 The T/DCC confirmed that many of the actions being taken in Suffolk were not affected by the collaboration with Norfolk Constabulary on ERP and joint policies.
- 1.11 The Chief Finance Officer said that whilst ERP had been a significant financial investment it had been delivered within budget (including contingency) and had reduced the overall cost base by more than £1m. Further savings would be made through decommissioning historic ICT systems.
- 1.12 The Chief Executive asked whether the Voluntary Severance Scheme had been finalised. The T/Chief Constable said that the Joint Negotiation Consultative Committee and OPCC would need to review the policy again. He confirmed that there was no immediate intention to use the scheme.

2. 101 CALL HANDLING PERFORMANCE

- 2.1 The T/Chief Constable said that 999 calls were the priority for the Constabulary but acknowledged that a prompt response to non-emergency calls (101) had an impact on public confidence. The T/Chief Constable said that the report outlined the issues relating to performance, a recovery plan to maintain public confidence and a proposal to modify the performance measure.
- 2.2 Superintendent Louisa Pepper said that a review of public contact had shown that around 60,000 calls were received each year, of which 5,000 were emergency 999 calls and 10,000 were non-emergency 101 calls. The national measure of answering 90% of 999 calls within ten seconds was being achieved by Suffolk Constabulary but the aim of responding to 80% of 101 calls in twenty seconds had proved challenging.
- 2.3 Performance data to the end of September 2015 indicated that 60.7% of calls were answered within twenty seconds. Performance had been affected by changes in Contact and Control Room (CCR) technology and processes, the freeze on recruitment in anticipation of the Local Policing Review, a review of flexible contracts, work patterns, staff sickness and annual leave.

- 2.4 Vacancies in the CCR were currently being held open for PCSOs and other staff affected by the Local Policing Review to apply to. The PCC said he agreed that vacancies should be kept available and he was pleased that there was interest from PCSOs. It was agreed that the Constabulary should proactively engage with the public to raise awareness and manage service level expectations.
- 2.5 The Deputy Chief Executive said that in reference to section 3.7 of the report, it was not clear how long callers were waiting before their call was answered by the relevant department, including CCR. Superintendent Pepper said that the current technology did not provide call waiting information for calls going to extension numbers or the Police Investigation Centre but that once Central Call Answering routed calls to the CCR this was timed and the information captured.
- 2.6 A discussion about CCR procurement was held and is recorded in the closed minutes of the meeting.
- 2.7 Superintendent Pepper said that the recovery plan had several elements that would help improve performance. It was expected that, following recruitment and the expected changes in telephony and the Constabulary website, optimum performance would be achieved in autumn 2016.
- 2.8 The report set out a proposal to review the performance measure acknowledging that quality of information, rather than speed of response, was the overriding objective for 101 calls.
- 2.9 The Deputy Chief Executive said the proposal to answer 90% of non-emergency calls within one minute was not acceptable and more information on the proportion of calls currently answered within different timeframes would be useful. The T/Chief Constable said that the data was not available from the existing system.
- 2.10 It was agreed a meeting would be held in February 2016 to discuss procurement, staffing and recruitment and a revised performance measure. The PCC requested a formal update on 101 call handling for the February Accountability and Performance Panel to include progress against the recovery plan.
- Action: A meeting to discuss 101 call handling to be held with an update provided to the Accountability and Performance Panel in February.**
- 2.11 The Deputy Chief Executive said an innovation bid was being submitted on multiagency CCR work. She suggested this was expanded to be a proof of concept bid. The T/Chief Constable said that it was important to discuss the implications of potential changes with partners. He said he would ask for an update on the Transformational Challenge Award (TCA).
- Action: The T/Chief Constable to provide the PCC with an update on the Transformational Challenge Award.**

3. SERIOUS SEXUAL OFFENCES

- 3.1 The Panel considered a comprehensive position paper regarding the Constabulary's performance in respect of the recording, investigation and resolution of serious sexual offences (SSO). The T/DCC said he had taken personal responsibility for overseeing the Constabulary's response to SSO.
- 3.2 The PCC reminded attendees that his decision to increase the council tax precept in 2015 had funded twelve additional staff for the Protecting Vulnerable People (PVP) Directorate to enhance the Constabulary's capacity to respond to crimes against vulnerable people.
- 3.3 The Deputy Chief Executive advised the Panel that the primary reason for considering this issue was that there needed to be a full briefing about the position in respect of the increase in serious sexual offences and the PCC needed to be satisfied that the Constabulary's performance in addressing this area was acceptable.

- 3.4 The number of rape and serious sexual offences reported to the police has been increasing since October 2012. The increase has been consistent across all 43 forces in England and Wales and has accelerated over the last 18-24 months. There appears to be no sign of abatement. Suffolk saw an increase of 61% between April and October 2015 against the same period in 2014. Comparison with the three year average shows an increase of 103%. Such changes in the nature of reporting have presented significant challenges.
- 3.5 The paper highlighted one of the conclusions of Her Majesty's Inspectorate of Constabulary Rape Monitoring Group in its report of October 2015.
- "Historically, success in police rape investigations has been judged by the proportion of cases where charges have been authorised. In the past, this has been referred to nationally as the summons rate and forces have been compared and judged by this data. While charging, and more vitally, convicting offenders is an extremely important outcome and is the focus of investigators, it should not be regarded as the only successful outcome for survivors of these crimes".*
- 3.6 The T/Chief Constable confirmed that the department was able to manage the current workload levels, however a report on expected demand and resourcing would be sent to the PCC to inform future precept decisions.
- 3.7 The T/DCC said that in addition to the increased resource in the past year, there had been an emphasis on changing the culture across the Constabulary to increase protection of vulnerable people, develop specialist skillsets and engage more with partners.
- 3.8 When considering the issue of quality of investigations the T/DCC said his professional judgement was that investigations were not flawed and the report provided evidence to support this.
- The College of Police issues an accreditation following an assessment of skills across the Constabulary. Individual officers are trained on national courses with the next investigatory training courses being undertaken in January and February 2016.
 - The T/DCC said he was responsible for holding two Detective Chief Inspectors and Detective Superintendent (PVP) to account on SSO. There was a high level of management leadership and the T/DCC assessed progress against the action plan.
 - The data provided in the report on successful prosecutions also supported the conclusion that investigations were not flawed.
 - Workforce competence was monitored to ensure that there was sufficient expertise within the Crime Investigations Department and PVP departments. Dedicated and specialist experience was still necessary but additional training was being undertaken to ensure the combined team was omni-competent and therefore able to flexibly deal with all areas of demand including SSO.
 - Her Majesty's Inspectorate of Constabulary (HMIC) had reported positively on the reduction in workload and changing culture in the workforce.
 - Additionally, no concerns had been raised in relation to investigations from the Local Criminal Justice Board (LCJB), the Chief of the Crown Prosecution Service (CPS) or via feedback directly from court hearings.
 - The report showed that although Suffolk had a low rate of cases referred to CPS as a percentage of the total number of rape allegations the charge rate for those submitted was the highest of the MSG. Similarly the conviction rates for Suffolk were the highest. This indicates that it is possible that the evidential bar for SSO cases to be referred for prosecution was very high.
- 3.9 The T/DCC was confident that there would be an up-lift in performance and would continue to report on this at Accountability and Performance Panel meetings.
- 3.10 The Chief Executive asked whether there was excessive workforce churn in investigation which would undermine the investment being made. The T/DCC said

that, as junior officers preferred to stay in response roles, recruitment into investigation roles was difficult. There was some turnover which had the positive impact of officers with investigation skills moving into other areas of the organisation but he was confident the PVP department was not losing skills at an excessive rate.

3.11 The Deputy Chief Executive reminded the Panel that when considering the matter of serious sexual offences it was also vital to be satisfied that victims received good levels of support that were tailored to their needs. When asked what support there was for victims if the case did not proceed through investigation or to court, the T/DCC said that it was important that the wishes of the victim were central to investigation and prosecution, bearing in mind safeguarding responsibilities. Victims were referred to services provided by partners if they did not want to proceed with investigation or if the case could not proceed for evidential reasons.

3.12 Where a victim did not want to report to the police, but was however receiving assistance from the Sexual Assault Referral Centre (SARC), evidential samples could be retained to ensure the victim could engage with the police at a later date.

3.13 The Deputy Chief Executive asked the Constabulary to provide feedback on domestic abuse and serious sexual offences in north Suffolk as she was concerned there appeared to be discrepancies between police data and the demand seen by service providers. The T/DCC said he would investigate the reasons for this.

Action: The T/DCC to provide a response on the discrepancy between Constabulary data on domestic abuse cases in north Suffolk and demand experienced by DA service providers.

3.14 After consideration of the Constabulary's report and the additional information provided during the debate, the Panel concluded that:

- It was satisfied that, as reported by the Constabulary, that the increases in reports were in line with the increases in reports experienced by other forces.
- In respect of investigations, there have been no issues highlighted by any partners in the criminal justice areas whether through the Local Criminal Justice Board or directly from other partners.
- The Constabulary's capacity was adequate to satisfy current demands.
- If demand continued to rise the Constabulary may submit a bid for additional investigative resources.
- There was adequate capability and experience within the Constabulary to investigate reports and that the Constabulary was accredited by the College of Policing.
- The perceived high evidential bar required in order to proceed to court was noted. It was also noted that this was being reviewed.
- The current suite of performance measures, including those for Serious Sexual Offences, would naturally be reconsidered when the Police and Crime Plan is next reviewed.

3.15 The PCC said it would helpful to list the agencies involved with the oversight of investigation of complex abuse against children (section 7.11 of the report). The T/Chief Constable assured the PCC that the Constabulary was working with the relevant organisations.

3.16 The PCC said he had noted the full page advert about rape and sexual consent in the East Anglian Daily Times. The T/DCC said that this was a Christmas campaign focussing on education and prevention and he would promote continual co-ordination of communication between the Constabulary and OPCC.

4. FINANCIAL MONITORING AS AT 31 OCTOBER 2015

- 4.1 The Chief Finance Officer said that there was a projected year end underspend of £400k. The quality of in-year financial information had improved and enabled more accurate year end projections.
- 4.2 The underspend in the Protecting Vulnerable People Directorate where additional resource had not be in place for the full year would contribute to the underspend in pay related costs. The CFO said that monthly meetings were held between finance business partners and budget holders to monitor spend. Departments were not able to use pay underspend on non-pay items without authorisation. Any overspend areas were monitored by the Finance Department.
- 4.3 The T/Chief Constable said a list of vacancies had been provided to the PCC.
- 4.4 As reported previously there had been a focus on managing in year costs pressures arising from Athena. The CFO confirmed that Essex Constabulary would cover the £132k Athena innovation fund cost. A management accountant had been assigned to produce a report on the liabilities with Athena.
- 4.5 The CFO said he was cautiously optimistic that the additional costs of Athena and the Police National Computer subscription could be borne by the Constabulary negating the need to use reserves.
- 4.6 The PCC asked for information on the Carbon Management item shown in Appendix Ci. The T/DCC said he understood this was related to a government target on emissions. The CFO said he would provide further details.

Action: CFO to provide information on carbon management expenditure.

5. USE OF STOP SEARCH IN SUFFOLK – DECEMBER 2014 TO AUGUST 2015

- 5.1 ACC Rachel Kearton provided a summary of the report. There had been a decrease of 34% in the number of stop and searches undertaken in Suffolk since the Best Use of Stop and Search (BUSS) had been introduced. Nine out of ten people said that they understood the reason why they had been stopped and searched.
- 5.2 Most stop and searches were carried out on the basis of intelligence relating to drugs. The proportion of searches that led to No Further Action (NFA) had decreased from 70% to 65%. ACC Kearton said that NFA cases could be where drugs were not found on the person. Only 6% of cases led to strip searches which were carried out under strict conditions.
- 5.3 The data in the report showed that a person from a black or minority ethnic (BME) background was 2.7 times more to be subject to a stop and search than a white person. This had reduced from 3.5 times more likely in July 2014.
- 5.4 The report provided an analysis of the number non-residents who had been stopped and searched in Suffolk. Stop and search had been used as a successful tactic by the Constabulary, the Eastern Region Serious and Organised Crime Unit (ERSOU) and National Crime Agency in preventing the supply of drugs into Suffolk from London gangs in particular.
- 5.5 The PCC asked for information on the policy when drugs were found. The T/DCC said that with cannabis the outcome would be dependent on the history of the person, age, background, amount of drugs and national guidance. When there was an intention to supply drugs the Constabulary would look to prosecute, although this is dependent on the Crown Prosecution Service.
- 5.6 The T/Chief Constable said that there was a robust policy on drugs supported by liaison and diversion schemes to stop the offending cycle. The PCC requested a meeting with ACC Kearton to be briefed on drugs policy, local gangs and ERSOU.

Action: ACC Kearton to provide a briefing to the PCC on the Constabulary Stop and Search and drugs policies.

6. THE POLICE AND CRIME COMMISSIONER FOR SUFFOLK AND THE CHIEF CONSTABLE OF SUFFOLK CONSTABULARY ANNUAL AUDIT LETTER FOR THE YEAR ENDED 31 MARCH 2015

- 6.1 The Chief Finance Officer said that the Annual Audit Letter from the External Auditors needed to be formally received at a public meeting to close the annual accounts process. The letter set out the audit process and confirmed the auditors unqualified opinion. The letter had been circulated to Audit Committee members for consideration.
- 6.2 The Chief Executive said that the external auditors had commented favourably on the PCC's commissioning arrangements particularly the processes in place and the strong focus on outcomes.
- 6.3 The PCC asked whether the additional fees charged by the auditors were justifiable. The CFO said that the auditors were able to charge for additional work undertaken on the asset register and on the role of the joint CFO. The auditors had notified the CFO of the additional work and he was satisfied it had been required.
- 6.4 The Chief Executive questioned whether the additional audit cost had been as a consequence of a change in staff dealing with the asset register arising from a Suffolk employee being seconded to work on a joint Norfolk and Suffolk project.
- 6.5 The CFO confirmed that the External Auditor fees had decreased for 2016/17. The new Ernst and Young Audit Director had been confirmed as Kevin Suter.

7. SUFFOLK COLLABORATION REPORT

- 7.1 The T/DCC said he was keen to revise the report to ensure it provided the most useful information to the PCC.
- 7.2 The main points of the report were discussed including the significant risk in Information Management arising from difficulties in recruiting into specialist ICT roles.
- 7.3 The PCC asked the T/DCC to look at equitability in the joint estates department as the report seemed to suggest that there was more resource allocated in Norfolk than Suffolk.
- 7.4 The T/DCC said that the temporary increase in staff managing PHQ car parking had been for training reasons and he would check resourcing had subsequently been reduced. The CFO said that the staff contribution funded PHQ parking management.
- 7.5 The Chief Executive said that he had expected a report on Ipswich Police Station (Civic Drive) so he could update Ipswich Borough Council and the District Valuer.

Action: T/DCC to provide report on Ipswich Police Station.

- 7.6 The Chief Executive said that PCCs in the eastern region had recruited legally qualified individuals to chair hearings into allegations of police misconduct. The final decisions were currently being made to formally appoint 17 legally qualified chairs with effect from 1 January 2016.
- 7.7 A discussion on Protective Services and progress with the Eastern Region Specialist Operations Unit (ERSOU) was discussed in the closed session of the meeting.

8. PROGRESS UPDATE SUFFOLK ONLY CHANGE PORTFOLIO

- 8.1 The T/Chief Constable said that the decision paper regarding changes arising from the Suffolk Local Policing Review had been sent to the PCC.
- 8.2 The PCC said that the figures used in the report needed to be consistent and up to date. The T/Chief Constable said that the figures in the paper would have been accurate at the point of writing and any inconsistencies with recent public announcements were due to final changes to the Local Policing Review. The Chief Executive said that it would have been useful to note on the report that the figures were accurate at the time of writing but likely to be subject to change.
- 8.3 The T/DCC said the additional joint premises referred to in the report was an access point at Leiston. A joint unit was in place at Saxmundham and discussions with Suffolk Fire and Rescue Service regarding a potential joint base at Sizewell had been held.
- 8.4 The PCC said that there were concerns that the Safe and Strong Communities Group was within the governance of the Health and Wellbeing Board. The Deputy Chief Executive said that progress with the group had been slower than ideal.

9. COMPLAINTS AND PROFESSIONAL STANDARDS UPDATE

- 9.1 The T/DCC said that there had been a reduction of 18% in allegations between quarter 1 and quarter 2, to 150 allegations. This was a decrease for the second consecutive year.
- 9.2 The PCC said the report was very positive but suggested it would be useful to provide more context to the table showing gross misconduct, for example indicating what management advice was given. The T/DCC agreed to include this in the next report.

10. ANY OTHER BUSINESS

- 10.1 There was no other business in the open session of the meeting.

PRIVATE AGENDA

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

11. CONFIRMATION OF MINUTES

- 11.1 The confidential minutes of the meeting held on 27 October 2015 were agreed as an accurate record and signed by the PCC.

12. COMPLAINTS, MISCONDUCT AND PROFESSIONAL STANDARDS UPDATE

- 12.1 The T/DCC said that the report contained information on civil claims, Employment Tribunals and internal investigations.
- 12.2 The T/DCC said that Suffolk Constabulary was performing well in comparison to the 'Most Similar Group' of Constabularies and data indicated a sustained downward trajectory in the number of complaints.
- 12.3 The PCC said he was pleased to note that no Employment Tribunals had been lodged in the six month period covered by the report.

13. STRATEGIC POLICING REQUIREMENT

13.1 The T/Chief Constable confirmed that Suffolk Constabulary was compliant with the requirements within the Strategic Policing Requirement.

14. ANPR DEVELOPMENT PROJECT UPDATE

14.1 The report provided an update to the questions raised at the Norfolk and Suffolk Collaboration Panel in September 2015.

15. ANY OTHER BUSINESS

15.1 A discussion about procurement for the CCR, arising from item 2 on the agenda, was held.

15.2 A discussion on Protective Services and progress with the Eastern Region Specialist Operations Unit (ERSOU), arising from item 7 on the agenda, was held.

The meeting closed at 12.15pm.

SUMMARY OF ACTIONS

Item	Action	Owner
1.6	T/DCC and Director of HR to meet with PCC to discuss workforce sickness data in January 2016.	T/Deputy Chief Constable
2.10	A meeting to discuss 101 call handling to be held with an update provided to the Accountability and Performance Panel in February.	T/Chief Constable
2.11	The T/Chief Constable to provide the PCC with an update on the Transformational Challenge Award.	T/Chief Constable
3.13	The T/DCC to provide a response on the discrepancy between Constabulary data on domestic abuse cases in north Suffolk and demand experienced by DA service providers.	T/Deputy Chief Constable
4.6	CFO to provide information on carbon management expenditure.	Chief Finance Officer
5.6	ACC Kearton to provide a briefing to the PCC on the Constabulary Stop and Search and drugs policies.	ACC Kearton
7.5	T/DCC to provide report on Ipswich Police Station.	T/Deputy Chief Constable