

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP17/21

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
28 APRIL 2017**

**SUBJECT: PROGRESS AGAINST HMIC INSPECTION AREAS FOR
IMPROVEMENT (AFIs) AND RECOMMENDATIONS**

SUMMARY:

1. This report provides an overview of progress made by the Constabulary against a number of Areas for Improvement (AFIs) and Recommendations set by the HMIC as a result of recent inspections.

RECOMMENDATION:

1. The Accountability and Performance Panel is asked to note the contents of this report.

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION:

Overview of Inspections

- 1.1 This report is intended to provide an overview of the recommendations and areas for improvement for Suffolk Constabulary identified by the HMIC through their inspection activity. This paper focuses specifically on the HMIC reports into Efficiency, Legitimacy, Leadership and Effectiveness (collectively known as PEEL).
- 1.2 Each HMIC inspection considers a core set of questions and results in an overall grading and a series of recommendations and 'areas for improvement' (AFI) which forces are required to act on and report back to HMIC in future inspections.
- 1.3 The HMIC PEEL police Efficiency inspection was published in November 2016. This inspection:
 - Examined how well each force in England and Wales understands the demand for its service and how well it matches its resources to that demand; and
 - Provides an assessment of its efficiency
- 1.4 Suffolk Constabulary achieved a 'good' rating, recognising that the organisation is good at planning for future demand, has implemented a new model for policing, and has a sound approach to implementing new technology. Collaboration work with Norfolk Constabulary to reduce costs and improve joint services is also noted.
- 1.5 The HMIC PEEL police Legitimacy inspection was published in December 2016, and looked at:
 - The extent to which forces treat people with fairness and respect
 - The extent to which forces ensure their workforces act ethically and lawfully; and
 - The extent to which those workforces themselves feel they have been treated with fairness and respect by the forces
- 1.6 Suffolk Constabulary achieved a 'good' rating, recognising that the organisation is good at treating its workforce with fairness and respect, and that workforce wellbeing is important to the Constabulary.
- 1.7 The HMIC police Leadership inspection is categorised as an 'other' inspection, and does not fall under the three core PEEL pillars of Efficiency, Effectiveness and Legitimacy. Suffolk's Leadership inspection was last updated in December 2016 and was undertaken at the same time as the Legitimacy inspection. The inspection considered the three questions of:
 - How well does the force understand leadership?
 - How well does the force develop leadership?
 - How well does the force display leadership?
- 1.8 No AFIs or recommendations were made as part of this inspection, and no grading assigned to forces. The brief accompanying report found that the Chief Officer team had a good understanding of the skills, experience and developmental needs of senior leaders, and refers to the new leadership programme developed in conjunction with Norfolk, known as '*The Best I Can Be*'. Suffolk has a system in place to identify and develop talent among its workforce and uses a broad range of

approached to support and improve leadership. The report also found that Suffolk has a strong culture of working with other organisations to seek new ideas and to understand what works. In 2016, Suffolk was ranked 15th place in the Workplace Equality Index of the Top 100 employers, and was the highest ranking police force included in the list.

- 1.9 The HMIC PEEL police Effectiveness inspection was published in March 2017, and focussed on five areas of policing:
 - 1 How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?
 - 2 How effective is the force at investigating crime and reducing re-offending?
 - 3 How effective is the force at protecting those who are vulnerable from harm, and supporting victims?
 - 4 How effective is the force at tackling serious and organised crime?
 - 5 How effective are the force's specialist capabilities?
- 1.10 Suffolk Constabulary achieved a 'good' rating in this inspection, with the report highlighting the progress made since the 2015 inspections. Suffolk was judged to be good at preventing crime, tackling anti-social behaviour and keeping people safe, and to investigate crime and manage offenders effectively. It was also recognised for being good at identifying vulnerable victims and working with partners to keep them safe.
- 1.11 The table below displays the recommendations and AFIs included in these inspections for Suffolk Constabulary, and provides an overview of activity in relation to each.
- 1.12 The table also includes updates on recommendations and AFIs from other inspections as appropriate.

Table of progress against HMIC AFIs and Recommendations

Ref.	Source	AFI / Recommendation	Activity
1.	Vulnerability 2015 (Rec)	The Constabulary should improve its investigation of cases involving vulnerable victims by ensuring officers and staff within the specialist child protection and rape investigation teams have their workloads properly supervised to ensure a timely and effective investigation. The Constabulary should review the resourcing levels immediately to ensure they are appropriate, so that it conducts timely and effective investigations.	<p>There has been a significant growth in investigative resources in both Child Abuse and Gemini (Serious Sexual Offences) teams.</p> <p>A new operating model for Protecting Vulnerable People Directorate (PVP) Investigations is now in place. This builds flexibility and resilience by joining Rape and Serious Sexual offences teams with the Child Abuse Investigations Units (CAIU). This now provides extended cover seven days a week and workloads are constantly monitored. Resources are moved dynamically to meet daily demand through discussion at Daily Management Meetings</p>
2.	Vulnerability 2015 (Rec)	The Constabulary should improve its initial investigation of cases involving vulnerable victims by ensuring responding officers have access to photographic and/or video recording equipment to take evidence of injuries and scenes.	A dedicated programme team is working to introduce Body Worn Video (BWV) technology in Suffolk, with a staged roll out planned to begin in the second quarter of 2017.
3.	Vulnerability 2015 (Rec)	The Constabulary should improve its compliance with the Code of Practice for Victims of Crime specifically in relation to victim personal statements.	<p>Building on the victim strategy that was published in 2016, guidance on the enhanced requirements for vulnerable victims has been produced and is being considered at senior management level.</p> <p>Work is underway with Magistrates and Crown Courts to produce short videos that provide a victim's perspective on special measures that can be shown early on in the criminal justice process. Her Majesty's Court and Tribunal Services are working collaboratively with the Constabulary on this project and are looking to pilot this product for potential national rollout after evaluation of impact with victims who have viewed the video clips.</p> <p>A Victim's Code training programme will be incorporated into the 2016/7 Learning and Development training programme. Victim Personal Statement pilot initiatives are being run in Lowestoft and Great Yarmouth.</p> <p>A paper on Suffolk's compliance with the Victims Code has been produced and will be presented at the Accountability and Performance Panel on 28th April 2017, while a full Strategic Profile on this subject is due for publication in June 2017.</p> <p>Automated prompts on the force crime recording system will assist with compliance, are planned for the next update release to the system.</p>

			<p>The Constabulary has introduced mandatory audits of the Code for inspectors and mandated 8 point investigative plan requiring detailed assessment and action relative to victim needs and associated supervisory reviews</p>
4.	Vulnerability 2015 (Rec)	The Constabulary should improve its response to missing and absent children by ensuring there is clarity for frontline officers and supervisors as to their roles and responsibilities in relation to risk assessment and safeguarding action.	<p>The role of Missing Person coordinator has been embedded and enhanced by the appointment of a Child Sexual Exploitation (CSE) coordinator, with both roles working closely together.</p> <p>A missing person 'challenge session' was arranged to review practice against procedure and identify where any gaps exist to be filled through additional training. The coordinator has delivered county wide training, and a guidance document has been circulated to all Inspectors and Chief Inspectors regarding missing person strategies to enhance their ability to review cases.</p> <p>The document provides advice on risk assessment, supervision and review. Additional guidance has been provided on risk assessment and appropriate investigative response.</p>
5.	Efficiency 2015 (Rec)	The Constabulary should develop a future workforce plan that is aligned to its overall demand and budget. The plan should include future resource allocations, the mix of skills required by the workforce and behaviours expected of them.	<p>Following a long period of change and the review of every area of Suffolk Police under the change programme the Workforce Strategy is being developed to take Suffolk Police to 2020 by identifying the gap between current and future needs and putting in place strategies to address these. The purpose of the Workforce Strategy is to identify key ways in which the Constabulary will resource and develop the workforce and support its people to meet the objectives laid out in the Police and Crime Plan.</p> <p>Workforce Analysis will be undertaken as part of the strategic planning cycle that includes the annual development of the Medium Term Financial Plan (MTFP). As a key part of this planning cycle the Constabulary will be using the Outcome Based Budgeting methodology (OBB) as a strategic organisational and financial planning tool. This will ensure that the planned workforce best meets projected demands within financial constraints.</p> <p>A Workforce Planning Group has been introduced to monitor the Workforce Plan and the progress towards achieving workforce planning goals (i.e. closing the gap between current workforce and future needs) It will also review the Learning and Development Annual Training Plan and the commissioning and prioritisation of training courses.</p> <p>Work is also being undertaken as a priority to create a central skills database and</p>

			<p>the Workforce Planning Group will provide governance and accountability to the activity being undertaken to ensure the Constabulary has:</p> <ul style="list-style-type: none"> - a workforce of the right size - the right skills and diversity - a workforce that is organised and structured in the right way, taking into account collaborated departments. - a workforce delivering the Police and Crime Plan - a financially sustainable resourcing model delivering a balanced budget
6.	Legitimacy 2015 (Rec)	The Constabulary should ensure that officers and staff have access to information about the various communities in Suffolk, to help them better understand the communities they serve, and to develop a consistent approach to engagement.	<p>Suffolk Constabulary has recruited an Emerging Communities post in Community Safety. Local neighbourhood profiles feature a link to Suffolk Observatory data which provides a dynamic picture of Suffolk communities at a district level</p> <p>At locality level, there are police community support officers (PCSOs) with specific roles for engaging with communities and regular engagement events are held, including for vulnerable and harder to reach groups</p> <p>A county wide community contact directory is being compiled to identify key contacts and groups relevant to the 'vulnerable communities' PCSO role. It is a shared document which can be used to send wide-ranging or targeted reassurance and information messages when required.</p>
7.	Legitimacy 2015 (Rec)	The Constabulary should develop methods to assess the effectiveness of its engagement activity.	<p>An engagement strategy has been written which includes a section on monitoring and evaluation and provides guidance to officers and staff. Neighbourhood engagement activity sheets enable officers to include details of what worked and what did not which may be shared with other localities</p> <p>At the culmination of organised information and engagement events and workshops, feedback forms with 'useful' and 'improvements' sections are given to delegates to complete and give a reflection of the effectiveness of these events.</p> <p>Ongoing visibility and engagement with community contacts groups allow for constructive feedback on previous engagements/informative talks to community groups, these good community relations allow for constructive feedback at local operational level and strategic level.</p> <p>The quarterly Strategic Equalities Inclusion Board allows the Constabulary to hear contributions from community partners as to the perception of the effectiveness of our engagement within the wider community, and if this is having the positive impact that is desired.</p>

8.	Legitimacy 2016 (AFI)	The force should improve how it clarifies and reinforces standards of behaviour to its workforce, in particular when dealing with vulnerable people including victims of domestic abuse	<p>All new recruits, special constables and PCSO's are given an input regarding the abuse of position for a sexual purpose as part of their initial training.</p> <p>Management teams have been visited by invitation and presentations given about maintaining professional boundaries and what are the signs and signals that an officer or member of staff may be abusing their position.</p> <p>A rolling programme of PSD practitioner group meetings held across the force allows time for staff to discuss the issue in more detail and expected standards are re-enforced.</p> <p>The new PDR process includes an integrity health check. This requires supervisors to remind their staff of the importance of maintaining professional boundaries.</p> <p>The national strategy to address the issue of officers and staff who abuse their position for a sexual purpose was approved at the National Police Chiefs Council. This includes a clear definition of what constitutes an abuse of position. A national communications plan is linked to this plan and locally there will also be further communications now that the strategy and definition are agreed. The College of Policing is producing some guidance on maintaining professional boundaries but this has not yet been published.</p> <p>The national strategy identifies that officers and staff must not abuse their position for a sexual purpose with any member of the public. The issue of vulnerability does not have to be obviously present in any case but is considered to be an aggravating factor.</p> <p>In the Custody department there are several schemes and processes to ensure that vulnerable people are treated with respect and protected. This includes structured triage of all custody investigation unit cases so the most vulnerable are dealt with appropriately, the use of domestic violence protection notices and orders are used effectively, appropriate risk assessments upon arrest and release are in place, recorded and auditable upon the crime system. The Head of Joint Justice Command lead meets monthly with Head of Professional Standards regarding cases and lessons learned and the Custody team publish a quarterly newsletter highlight good and bad practice so standards are maintained and monitor through the Custody SMT.</p>
9.	Legitimacy 2016 (AFI)	Suffolk should improve how it demonstrates that it has taken action to improve how it treats all the	The organisation has a suite of work ongoing around compliance with the victims code (see point 3 above)

		people it serves	<p>Stop and Search Scrutiny Panels – embedding learning around what officers have done and why</p> <p>Victim Service Recovery calls – to learn lessons on how the service provided to the public can be improved</p> <p>Supporting Victims and Public Confidence Board – chaired by the ACC, and maintaining a strategic oversight of work in this area.</p>
10.	Efficiency 2016 (AFI)	Suffolk should develop a better understanding of how the benefits of investing and using ICT affect the forces ability to meet current and likely future demand efficiently with a view to updating its ICT strategy	<p>A joint information and communication technology strategy is in place for Norfolk and Suffolk to address this AFI. Digitalisation of the justice process is in place and significant investment with partners has ensured the Constabulary makes best use of technology to deliver fast efficient justice. In March 2017 the Constabulary hit a milestone with 5,000 remanded defendants being processed through Virtual Courts based from police investigation centres. 32% were further remanded to prison or sentenced to immediate imprisonment and 11% added to court lists and heard on the same day. All case files are digitally transferred from the crime system to the Crown Prosecution Service and the Criminal Justice Service continues to move towards its vision of a 'paperless' system and recent developments such as the Digital Court Store (DCS) for Crown Courts have taken further steps forward. Wi-Fi is now available in all Magistrates Courts to facilitate further digital working for all parties, including the bench. Nationally, a Digital Case File (DCF) is being developed which will need to be configured to work with Athena (Essex are leading on this). Further work is being led by the national 'Digital First' team. Live links to court are available for officers and in some cases witnesses providing evidence thus reducing travel and delays in waiting at court.</p> <p>A new e-fit system has been uploaded and the conversion training date planned for spring 2017. This will provide Suffolk with a wide geographical capability for the production of e-fit images as part of investigations.</p>
11.	Efficiency 2016 (AFI)	Suffolk should undertake appropriate activities to fully understand its workforce's capabilities in order to identify any gaps and put plans in place to address them. This will enable the force to be confident in its ability to efficiently meet current and likely future demand	<p>Demand across 'Protecting Vulnerable People' (PVP) areas is constantly reviewed and this is used to inform the budget planning process. The skill profile across PVP is being reviewed to ensure the most efficient deployment of resources.</p> <p>PVP are focussing core training priorities for 2017/18 where gaps in skillset have been identified. Work is currently underway to look at further opportunities for police staff investigator and other roles within PVP.</p> <p>The 2017/18 workforce strategy and strategic force training plan is in development and will be available in April 2017.</p>

12.	Effectiveness 2016 (AFI)	Suffolk should ensure that its armed policing threat and risk assessment considers and specifies plans to deal with attacks on places that attract large crowds	Sites identified as attracting large crowds have been identified and visited, with plans being developed for crowded place deployments at these locations. In the interim, a generic crowded place deployment plan is being progressed.
13.	Effectiveness 2016 (AFI)	Suffolk should evaluate and share effective best practice routinely both internally and with partner organisations, continual to improve its approach to the prevention of crime and ASB	<p>Significant work underway within the Improvement & Evaluation Team and with the Better Policing Collaborative (BPC) to undertake trials end evaluations of initiatives across the force as well undertaking evidence reviews to understand the existing evidence base before designing initiatives. Examples include evaluation of Tough Books, Taser, street drinking, mental health schemes, control room triage, solvability Factors, road safety and embedded lawyer to deal with Rape and Serious Sexual Offences.</p> <p>The University of Suffolk has also been separately commissioned to undertake research into 'County Lines' operating in Suffolk</p> <p>BPC is developing an evidence hub system which will enable the capture, recording and search of evidence to aid strategic and tactical decision making</p> <p>Safer Neighbourhood Team (SNT) Neighbourhood harm registers have a built in Evidence Based Policing Section for supervisors to establish, document and share items of good practice to inform future processes and practices</p>
14.	Effectiveness 2016 (AFI)	Suffolk should ensure that local policing teams routinely engage with local communities and undertake structured problem solving alongside partner organisations in order to prevent crime and ASB	<p>Crime and anti-social behaviour issues are identified through community engagement events and problem solving undertaken with partners through established meeting structures and through well-established working relationships with partners. Partnership working has been an integral part of the organisations approach to the county lines drug supply issues in Suffolk, where police have engaged with local communities and worked with partners to undertake problem solving activity.</p> <p>Safer Communities Officers monitor crime and work with SNTs on public engagement, and Police Connect is also used as another means of engaging with the community. A neighbourhood watch volunteer has also been embedded within community safety to improve communication.</p> <p>Neighbourhood Harm registers capture information relevant to each SNT's communities, and enables them to share information and proactively address problems.</p>

			While the SNT's are located for 'Community' work within their allocated locality, PCSOs to specific responsibilities are all county wide posts and are identifying best practice and cascading across Suffolk. This ensures that we have continued learning and training opportunities.
15.	Effectiveness 2016 (AFI)	Suffolk should reduce the backlog of crimes awaiting closure in the ICMH	The Deputy Chief Constable approved the widening of supervisory closure permissions for a number of outcomes and this has reduced the Investigations Management Unit backlog significantly. Training has been delivered to sergeant ranks through development days regarding the closure of crimes on the system in order to improve performance.
16.	Effectiveness 2016 (AFI)	Suffolk should ensure that it is fully compliant with the code of practice for victims of crime	See 3. Vulnerability 2015.
17.	Effectiveness 2016 (AFI)	Suffolk should review its current use of preventative legislation particularly Domestic Violence Prevention Orders (DVPOs) and Domestic Violence Prevention Notices (DVPNS) to ensure it is making effective use of these powers to safeguard victims of Domestic Abuse	The Constabulary recognises that it has not made full use of DVPNs / DVPOs. The use of these orders has been encouraged across the Custody investigation units, but this now needs to go wider and include partnership engagement. The PVP Detective Chief Inspector has been tasked to engage across the Constabulary to increase use and to update force policy document.
18.	Effectiveness 2016 (AFI)	The force should develop its serious and organised crime local profile in conjunction with partner organisations this would enhance its understanding of the threat posed by serious and organised crime and inform joint activity aimed at reducing threat	The current Organised Crime Profile is to be published in August 2017. Local Organised Crime Boards continue and ensure that a partnership approach is being taken to addressing and understanding the local organised crime profile. The Safer Stronger Suffolk Board has also recently been created. This is a partnership meeting chaired by a Chief Executive from a local Authority in Suffolk and this year will focus on Child Sexual Exploitation and Ending Gangs and Youth Violence.
19.	Effectiveness 2016 (AFI)	The force should enhance its approach to the lifetime management of criminals [involved in serious and organised crime] to limit their offending	The current organised crime group mapping (OCGM) structure incorporates lifetime management of organised crime with Eastern Region Serious and Organised Crime Unit (ERSOU) leading the data release on prison releases into both Norfolk and Suffolk. As a result all OCG nominals released into Norfolk and Suffolk are subject to the 180 (integrated offender management or IOM) process. The IOM Scheme Manager has written the policy document for IOM which now incorporates organised crime groups and will be scored against the matrix for 180 interventions. This opens up the avenue into partnership intervention and management. The IOM scheme manager is also embedded within the OCGM process.

2. FINANCIAL IMPLICATIONS:

2.1 All of these streams of work will have financial implications for the Constabulary, which are managed by the departments assigned to ownership of each of the identified AFIs or recommendations.

3. OTHER IMPLICATIONS AND RISKS:

3.1 None

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	No
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes