



**PAPER AP17/13**

## **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 24 February 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), Louisa Pepper (T/Assistant Chief Constable) and Gareth Wilson (Chief Constable).

### **In attendance (items 1-9)**

Paul Banjo (Suffolk County Council), John Burns (Suffolk County Councillor for Haverhill Cangle), Len Jacklin (Suffolk County Councillor for Oulton) and Patricia O'Brien (Suffolk County Councillor for Martlesham and Chair of the Police and Crime Panel).

## **PUBLIC AGENDA**

1. MINUTES OF THE PREVIOUS MEETING (AP17/1)
  - 1.1 The minutes of the meeting held on 16 December 2016 were agreed as an accurate record and signed by the PCC.
  - 1.2 The PCC said that he had met with the Chief Finance Officer and the Head of Procurement to discuss how Constabulary procurement could better support UK and local businesses. Currently £24m was spent on goods and services and 11% of this procurement was from businesses with an 'IP' postcode. Additionally, the proportion of Constabulary vehicles assembled in the UK had increased from 5% to 42%.
  - 1.3 The Chief Finance Officer said that the seven regional forces had made a collaborative decision to appoint a Head of Procurement. He was arranging for the PCC to meet with the new appointee who would also address the PCC's business liaison group.

1.4 The PCC said that he was hopeful that the Head of Procurement would be able to facilitate greater standardisation, for example in the procurement of uniform. The Chief Constable agreed and noted that the Head of Procurement attended the national forum for uniform.

## 2. FINANCIAL MONITORING AS AT 31 DECEMBER 2016 (Paper AP17/2)

2.1 The Chief Finance Officer said that the report indicated areas of under and over spend. The year-end forecast at the end of December 2016 showed a predicted overspend of £90k for Suffolk Constabulary. Overall the Suffolk Group Revenue Budget was forecast to be overspent by £19k at year end.

2.2 Suffolk Constabulary had asked for mutual aid from other forces to assist with a number of major enquiries. The PCC noted that as the Major Investigations Team was a joint team the cost impact would be shared with Norfolk Constabulary.

2.3 The PCC asked whether the over achievement of savings in business support (Appendix B) had adversely affected performance. The Chief Finance Officer said that the savings budget was based on assumptions. In the case of the joint business support area some posts had been added to the savings plan during the year. It was unlikely that the removal of these posts would have had a detrimental impact to performance. Across the four areas shown the savings requirement was being met.

2.4 The forecast underspend in police pay was due to the number of vacancies across the Constabulary. It was expected that the current underspend on the pay budget would reduce as some vacancies had been filled. ACC Kearton said that ten new recruits had recently started in the Contact and Control Room (CCR). The Chief Constable said that the Constabulary would have an average of 20 police officer vacancies during 2017/18 financial year.

2.5 The Chief Finance Officer said he would provide a response to the PCC on the £32k for CCR telephony not budgeted for (Appendix Ci). The Chief Constable said that he understood this spend was in relation to the Storm Gazetteer technology which enabled the identification of accurate addresses for emergency response.

2.6 The Chief Finance Officer said that the overall capital programme had been agreed in the development of the last Medium Term Financial Plan (MTFP). There had been some changes during the year and the additional schemes that were identified in the report had been offset by underspend elsewhere. The Chief Finance Officer said he had the authority to vary the capital programme and had ensured that the changes were within financial regulations.

2.7 The PCC asked for more detail on the Contact and Control Room (CCR) Telephony project (appendix Cii) slippage. The Chief Constable said that the slippage referred to in the appendix had been previously reported to the PCC and related to the delays during procurement and due diligence process.

2.8 T/ACC Pepper said that the new IP telephony was being delivered for both Norfolk and Suffolk CCRs with implementation in Suffolk first. The new technology would allow for greater flexibility within the CCR and self-service, amongst other functions.

2.9 T/ACC Pepper said that the technology was currently being testing and staff were undertaking training to ensure the launch of the new technology would be smooth. T/ACC Pepper reported a recent issue with network and cabling resourcing however it was too soon to tell whether these issues were short term or would impact delivery. The Chief Constable said that he would update the PCC at the next weekly conference however he was confident that the ICT department was prioritising the IP telephony project.

**Action: Chief Constable to keep the PCC informed of the status of the CCR telephony project.**

- 2.10 The Deputy Chief Executive asked for confirmation that, all things being equal, all elements of the IP telephony project would be delivered within the year. The Chief Finance Officer confirmed that final payments would be withheld until the system was in place and proven.
- 2.11 The Chief Constable suggested the Constabulary provided a report to the PCC on the CCR covering HR aspects, technology and shift patterns. The PCC said that this should be included in the CCR and Public Access report to the Accountability and Performance Panel in April.
- 2.12 The Chief Finance Officer provided an updated financial position based on the provisional finances for the end of January 2017. It was expected that the Constabulary overspend would increase due to ongoing costs of the major investigation into missing person, Corrie McKeague. The likely costs for the continuing search activity were currently being established but could continue into 2017/18. The PCC said that he had agreed that reserves would be made available for the Corrie McKeague investigation, should they be required.
- 2.13 The Chief Finance Officer said there was also a non-recurring cost arising from the Bear Scotland v Fulton case relating to the calculation of holiday pay and a non-recurring benefit on business rates of £250k. The Chief Constable said that he was also aware of an issue regarding historic working hours for undercover officers. The cost of an undercover operation was now known before officers were deployed.

### 3. PERFORMANCE PRIORITIES MONITORING REPORT 1 JANUARY 2016 – 31 DECEMBER 2016 (Paper AP17/3)

- 3.1 The PCC said that he had some concerns about how the Constabulary recorded and managed data, citing recent examples of Hate Crime and Hare Coursing data where changes had occurred over time as the data had been verified.
- 3.2 The Chief Constable said that integrity of crime data was paramount. Changes in recording practices nationally had led to a rise in recorded crime and he was confident that the Constabulary was interpreting the guidance correctly. Closure codes were completed by staff but these could be changed once they had been checked. For example a hare coursing incident could be categorised as a public order incident or wildlife crime depending on the interpretation of the officer. The PCC suggested that his concerns should be discussed in more detail at his weekly conference with the Chief Constable.
- 3.3 The Deputy Chief Executive said that the performance report was not yet in the format she expected although she accepted it was an iterative process.
- 3.4 The Chief Constable asked whether the shortcomings in the report were because of gaps in the data provided. The Deputy Chief Executive there were data gaps however opinions on how best to measure/assess performance had also progressed and should be incorporated. The OPCC had expected to see the draft reports before publication so these suggestions could be made.

***Action: The OPCC and JPAD will review the report in detail and discuss further development.***

#### Domestic Abuse

- 3.5 ACC Kearton said that extensive coercive control training, funded by the PCC, had been undertaken in response to new legislation. There had been a statistically significant rise in domestic abuse crimes most likely as a result of the development of public confidence in the police. However there had been a small decrease in victim support for police investigations. The Domestic Abuse team was now operating with the highest workloads for 3 years.

- 3.6 The Chief Constable said that a strategic profile was being developed and the terms of reference should include coercive control.
- 3.7 ACC Kearton said that practical improvements included the proposed introduction of a Domestic Abuse Improvement Board which would complement the existing Sexual Offences Board and a third board for Human Trafficking.
- 3.8 The PCC asked whether support was forthcoming from the Crown Prosecution Service (CPS) on prosecuting domestic abuse cases. T/ACC Pepper said that she had met regularly with CPS and work was ongoing on the quality of evidential files. She said she was confident the CPS would prosecute whenever possible. Other responses included Domestic Abuse Orders and the Liaison and Diversion Scheme.
- 3.9 The Deputy Chief Executive said that she was not aware that a Domestic Abuse Board had been convened. ACC Kearton said that the Board was a recent development and she appreciated that this should have been communicated to the OPCC. She suggested that these issues could be discussed at her regular meeting with the Deputy Chief Executive and the Chief Superintendent, Safeguarding and Investigations.
- 3.10 The Deputy Chief Executive said that a bid to the Home Office Violence Against Women and Girls (VAWG) fund had been submitted by Suffolk County Council working with the OPCC and Suffolk Constabulary Safeguarding and Investigations. The proposed service would develop a co-ordination centre to collate data and intelligence and consider how services for migrant and BME women could be better provided.

#### Serious Sexual Offences

- 3.11 ACC Kearton said that the number of serious sexual offences reported to the Constabulary had plateaued. There had been a number of successful investigations recently resulting from effective engagement with victims.
- 3.12 The PCC asked whether the additional resource allocated was now in place. ACC Kearton said that the resources were in place but operational requirements continued to mean there was a fluctuation in staffing. ACC Kearton said that she expected the positive trends and improvements to continue.
- 3.13 The Chief Constable said that nationally recruitment in to investigation roles, particularly the high risk areas such as serious sexual offences, was difficult. The Constabulary was on track to be able to recruit directly into detective roles.
- 3.14 The PCC said that the numbers of crimes presented in the table, which had increased on the three year average, looked contradictory to the analysis provided in the text. It was agreed that the explanation needed to be clearer.

#### Child Sexual Abuse

- 3.15 ACC Kearton said that following an increase in caseloads, likely to be due to greater awareness, the number child sexual abuse crimes was stabilising. A high proportion of cases had been successfully investigated and there was an exceptional level of victim support for these investigations.
- 3.16 The PCC said that it would be useful to have an in-depth analysis of the proportion of cases that were historic compared to recent incidents. ACC Kearton agreed that the narrative in the report should provide more context.
- 3.17 The Chief Constable said that, particularly in the case of historic crimes it was likely that multiple crimes would be recorded for one victim.
- 3.18 The Deputy Chief Executive said that refining the report further would help to explain the solved rate, how many victims were associated with the number of crime. The VAWG bid was also considering the issue of interfamilial abuse.

#### Emergency Calls

- 3.19 ACC Kearton said that the Constabulary was answering 90% of emergency calls within 10 seconds.

- 3.20 The previous day the CCR had received 832 emergency calls, a high proportion of which were in relation to 'Storm Doris'. This was more than double the previously highest number of calls recorded in 24 hours. ACC Kearton said that CCR staff, police officers and staff on the ground had worked tirelessly to respond to emergencies and remove trees in order to ensure the safety of road users.

#### Emergency Response

- 3.21 ACC Kearton said that the Constabulary continued to monitor emergency response in areas where there was light coverage. Improvements were being seen but there continued to be under-performance in certain locations where there were infrequent calls for service. ACC Kearton said emergency response in remote areas was an issue nationally.

#### Killed and Seriously Injured (KSI)

- 3.22 The PCC said that he had been very supportive of the recent road safety campaigns and he was disappointed that Highways England had not taken the opportunity to display safety messages on the highways matrix boards.
- 3.23 The PCC asked about the difficulties with the KSI data. T/ACC Pepper said that she had also only learnt of the data quality issue at the Roadsafe Board. Historically data had been reported on severe accidents which resulted in life changing injuries or death. The changes to recording meant that the data now incorporated any injury whether severe or minor as well as death.
- 3.24 There had been a reduction in fatal collisions, despite a difficult period in December. The Road Casualty Reduction Team and Serious Collision and Incident Team continued to educate drivers to reduce their speed and drive to conditions.
- 3.25 The PCC asked why data on the 'Fatal Four' was not available. The Chief Constable said that this should be possible although data accuracy may be an issue. The data provided to the PCC in the Protective Services report (AP17/10) was only that provided from the Road Casualty Team. The Deputy Chief Executive agreed that JPAD would need to be confident in the data to include it in the performance report.

#### Public Confidence

- 3.26 Public Confidence had fallen in relation to the measure 'dealing with things that matter to the community'. ACC Kearton said that work continued on engagement plans which required a fuller discussion with the Safer Neighbourhood Teams on their work and role in the community.
- 3.27 The PCC said that the Constabulary needed to improve their communication of good news stories to the public. The Chief Constable agreed that more positive messages and campaigns were required. However this would require additional resource as the communications team were mainly engaged in reactive work on a day to day basis.
- 3.28 Councillor John Burns said that as well as visibility, a social media presence was important to local communities. ACC Kearton said that Police Connect could also be filtered to access local policing news.

#### Workforce

- 3.29 The Chief Constable said that there had been an average of 30 police officer vacancies during the year. This related to the difference between funded posts and those that were filled (whether replacement or new posts). The Chief Constable said that he was expecting the average number of vacancies to reduce to 20 during 2017/18 as the Constabulary continued the recruitment programme.
- 3.30 The Chief Constable said that recruitment and diversity data could be reported on at the next Accountability and Performance Panel. The Deputy Chief Executive suggested that recruitment and diversity should be included in the annual Workforce and Diversity reports scheduled for the June Accountability and Performance Panel.

3.31 The Chief Constable said that current sickness levels were, in part, short term relating to the impact of stress resulting from organisational changes.

4. EXPLORING COUNTY LINES IN SUFFOLK (Paper AP17/4)

4.1 ACC Kearton introduced the report which provided an overview of the 'County Lines' problems with gang related drug dealing across Suffolk.

4.2 The first Constabulary Operation to specifically tackle the supply of drugs in Ipswich and associated violence was Operation Volcanic. Subsequently Operation London was introduced in Bury St Edmunds and the west of the county and Operation Boulevard in Lowestoft.

4.3 The objectives of the police activity were to disrupt the market for drugs, make sure the wider public were not adversely affected by violence of acquisitive crime associated with drugs and create a hostile environment for those involved in drugs supply.

4.4 ACC Kearton said there had been an increase in drugs related violence since September 2016. Further work was being undertaken on the use of violence and bladed weapons.

4.5 Liaison with the Eastern Region Specialist Operations Unit continued to ensure that intelligence was shared regionally and across the country, bearing in mind that the main supply emanated from London and Merseyside

4.6 Proactive teams undertook disruption and enforcement including weapons sweeps, using Automatic Number Plate Recognition (ANPR) and the British Transport Police.

4.7 ACC Kearton said that partners such as the Local Criminal Justice Board were important to ensure that anti-social behaviour legislation was enforced and also that longer term solutions were implemented.

4.8 A regional practitioner forum was being hosted in Suffolk to consider proactive responses to vulnerability, children and young people and transport networks.

4.9 T/ACC Pepper said that GP surgeries had been briefed on County Lines and the use of bladed weapons and the Constabulary had also worked with Crimestoppers to gather intelligence.

4.10 The PCC said he was particularly concerned about the use of vulnerable young people to carry drugs and suggested that the local Safeguarding Children Board should take some responsibility in this area. T/ACC Pepper said that local safeguarding measures were effective.

4.11 The PCC said he was disappointed that Suffolk Constabulary had to take responsibility for problems emanating from London. T/ACC Pepper said that the imperative was to ensure that vulnerable people and children were safeguarded. There was a good relationship with the police and safeguarding agencies in the outer London boroughs although partnership work on safeguarding in these localities was not considered to be as advanced as in Suffolk.

4.12 The Chief Constable said that the Metropolitan Police Service were aware of the problems County Lines were causing for police forces nationally including the escalation of violence and were contributing intelligence and operational resource.

4.13 The PCC said that successful operations should be more widely communicated in order to reassure the public. T/ACC Pepper said that there had been some coverage of Operation Volcanic in the past. She agreed that some more media coverage would be useful in order to reassure the public and reduce the opportunity for the transactions to take place.

- 4.14 ACC Kearton said a number of methods were being used to disrupt supply including the Suffolk initiative to disrupt mobile phone usage.
- 4.15 ACC Kearton said that there had been a full response from the Ipswich Safer Neighbourhood Team to the drug dealing in the specific location referenced by the PCC.
- 4.16 Councillor John Burns suggested that the Constabulary should issue a poster for use on local social media sites encouraging the public to provide intelligence on drug dealing.

## 5. SUFFOLK COLLABORATION (Paper AP17/5)

- 5.1 The Chief Constable said that the report did not yet include an enhanced overview of regional and national collaboration but that this would be included in the next report.
- 5.2 The Chief Constable said that the introduction of virtual courts had led to a movement of costs from other public sector organisations to the Constabulary. Whilst the Constabulary had voluntarily dealt with this to date the impact of custody and custody staff was getting to be unacceptable and a discussion on funding was required. The prison escort service contract expired in 2019.
- 5.3 The Chief Executive asked whether the changes had an impact on the Police Investigation Centres (PICs) which had been designed to deal with a certain level of demand. The Chief Constable said that the PIC buildings were able to deal with the current numbers of detainees but the changes outlined had meant that the nature of detainment had altered. For example remand prisoners were detained in the PIC for longer and this had an impact on Custody resources.

**Action: The Chief Constable to provide the cost implications of resourcing additional work in the PIC to the PCC.**

- 5.4 The PCC asked for more information on joint transport services.

**Action: The Chief Constable to provide further information on the national work that PWC were undertaking on transport services.**

## 6. PROTECTING VULNERABLE PEOPLE - CHILDREN AND YOUNG PEOPLE UPDATE (Paper AP17/6)

- 6.1 ACC Kearton said that heightened confidence and awareness amongst the general public had led to increased reporting and consequently an increased workload for the Constabulary as indicated in the report. A number of activities were addressing the increase in demand.
- 6.2 The Children and Young People Strategy 2016-2019 had been approved by Chief Officers.
- 6.3 The Constabulary was working with the OPCC on an e-safety programme.

## 7. SUFFOLK LOCAL POLICING MODEL - INTERIM EVALUATION (Paper AP17/7)

- 7.1 ACC Kearton said that the final version of the evaluation would be presented to the Accountability and Performance Panel at the meeting in April 2017. The Chief Constable said that the evaluation would include a summary of what had worked, issues arising and a plan for resolving these.
- 7.2 Work to date had suggested that communication, links to communities and investment in resources were likely to be key themes in the final evaluation.
- 7.3 ACC Kearton said that the interim evaluation was based on qualitative information collected from a survey of partners. Several hundred people had been surveyed but

the response rate had been very low. The survey was being re-run in order to collect data from a wider range of partners. Whilst the methodology would stay the same ACC Kearton said that local councils would be encouraged to feedback their views on the impact of the changes.

- 7.4 Staff consultation had produced findings across three themes; capacity, the impact of abstractions and communications. Both consultations would inform the final report.

8. EMPLOYEE ENGAGEMENT SURVEY (Paper AP17/8)

- 8.1 The Chief Constable said that the Employee Engagement report was expected in mid-March. The survey covered a broad range of questions and the Constabulary was committed to acting on the results.

9. ANY OTHER BUSINESS

- 9.1 The PCC said that he was pleased that a significantly better financial settlement had been agreed with the National Police Air Service. The bill for air support in 2017/18 was £403k reflecting the reduced number of flying hours.

PRIVATE AGENDA

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

10. CONFIRMATION OF MINUTES (Paper AP17/9)

- 10.1 The confidential minutes of the meeting held on 16 December 2016 were agreed as an accurate record and signed by the PCC.

11. PROTECTIVE SERVICES COMMAND UPDATE (Paper AP17/10)

- 11.1 T/ACC Pepper presented the report, the content of which was noted.

12. PROTECTIVE SERVICES – CONTEST UPDATE (Paper AP17/11)

- 12.1 T/ACC Pepper presented the report which covered the Home Office Counter Terrorism Strategy (CONTEST). The contents of the report were noted.

13. CHIEF OFFICER RISK REPORT AND STRATEGIC RISK REGISTER (Paper AP17/12)

- 13.1 The Chief Constable presented the report, the content of which was noted.

The meeting closed at 12.30pm.



## SUMMARY OF ACTIONS

<b>Item</b>	<b>Action</b>	<b>Owner</b>
2.9	The Chief Constable to keep the PCC informed of the status of the CCR telephony project.	Chief Constable
3.4	The OPCC and JPAD will review the report in detail and discuss further development.	OPCC/JPAD
5.3	The Chief Constable to provide the cost implications of resourcing additional work in the PIC to the PCC.	Chief Constable
5.4	The Chief Constable to provide further information on the national work that PWC were undertaking on transport services	Chief Constable