



PAPER AP17/25

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 28 April 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

Paul Banjo and Susan Cassedy (Suffolk County Council) and John Burns (Items 1-11).

Sandra Graffham (Communications Manager, OPCC), Anna Parkinson (PA to the PCC) and Eleanor Anthony (Business Admin Apprentice, OPCC) (Items 1-4).

PUBLIC AGENDA

1. INTRODUCTORY REMARKS

- 1.1 The PCC welcomed attendees to the meeting and invited the public to raise any questions they had.
- 1.2 John Burns said that concerns had been raised with him by the public about the lack of attendance by the police at council meetings, a lack of community engagement and police visibility. It was felt that staff and officers locally were willing to engage but had been restricted in their activities. The monthly Safer Neighbourhood Team (SNT) newsletters were perceived to be of poor quality and lacked relevant crime statistics for the local areas.
- 1.3 The PCC said that an SNT officer was required to attend at least one local council meeting a year. The Chief Constable said that the agenda item on the Suffolk Local Policing Model should address some of the issues raised. He acknowledged there

had been an issue with resourcing in the Haverhill area when the model was brought in, particularly with PCSOs.

2. MINUTES OF THE PREVIOUS MEETING (AP17/13)

2.1 The minutes of the meeting held on 24 February 2017 were agreed as an accurate record and signed by the PCC.

2.2 The PCC asked when the Domestic Abuse Strategic Profile would be published.

Action: The Chief Constable to provide a list of the Strategic Profiles and dates for publication.

2.3 ACC Kearton said that the first meeting of the Domestic Abuse Board had not yet taken place. The PCC said that as domestic abuse was a priority he would like to see progress on this.

Action: ACC Kearton to provide the dates for the Domestic Abuse Board to the PCC.

2.4 The PCC asked which London Boroughs had been identified in the County Lines analysis as he wanted to ensure that local authorities and the British Transport Police (BTP) were fulfilling their responsibilities in safeguarding young people.

2.5 T/ACC Pepper said that Suffolk Constabulary was working with those local authorities that had placed children in care in Suffolk and with BTP. For those children and young people who were resident in London, Suffolk Constabulary ensured that they were returned and safeguarding measures were put in place.

Action: T/ACC Pepper to cover County Lines and liaison with London Boroughs at her meeting with the PCC.

2.6 The Chief Executive asked whether secure accommodation orders still existed and were being used. The Chief Constable said that there was a very high threshold for these types of orders and it was unlikely they were being used in the cases in question.

2.7 The PCC said that he had raised concerns with the Chief Constable regarding the refuelling arrangements for the helicopter now that air support was provided from Essex.

Action: The Chief Constable to confirm to the PCC whether adequate refuelling locations had been agreed and were in operation.

2.8 The Chief Constable said that paragraph 5.3 of the minutes related to the issue of a shift in responsibility from one part of the public sector (courts) to another (police) in order for the courts service to claim savings. The new 'virtual' courts prevented the unnecessary movement of people from custody to court, however the support for virtual courts was now being provided by Constabulary custody detention officers. The Prisoner Escort Contract, under which the movement of those in custody to court had previously been provided, was due for renewal in 2019.

2.9 In response to the PCC's specific question about the cost to the Constabulary, the Chief Constable confirmed that the number of custody detention officers had not increased to fulfil this function. The main duties of these officers were to provide the virtual court service, although they would fulfil other duties. The cost for a five day service provided by the existing resource was £166,729.

2.10 The Chief Executive asked whether there was any impact on the Police Investigation Centre (PIC) Private Finance Initiative (PFI). The Chief Constable said that there was no additional cost or impact on the PFI contract, however the use of Constabulary resource for what had been a court role and the associated cost needed to be resolved.

2.11 The Chief Constable said he would discuss the issue with the Chief Constable of Kent, who was challenging the court service on the same issue, before deciding whether to continue or cease providing the service.

2.12 The Chief Constable confirmed that he had provided a written update to the PCC on the transport consultancy arrangements.

3. FINANCIAL MONITORING AS AT 28 FEBRUARY 2017 (Paper AP17/14)

3.1 The Chief Finance Officer said that the year-end forecast at the end of February 2017 showed a predicted overspend of £317k for Suffolk Constabulary and £70k underspend for the OPCC. This was in line with previous forecasts and amounted to less than one third of 1% of the overall budget.

3.2 The underspend arising from vacancies had been offset by the use of agency staff. There was a concerted effort increase the workforce to the budgeted establishment level.

3.3 Cost pressures arising at the end of the financial year included the use of mutual aid and the cost of major investigations. Ill health retirements and injury pension costs had also been higher than budgeted for.

3.4 The PCC said that, should the overspend come in as forecast, he was content as this would be less than 1% of the overall budget. The CFO said that technically the Constabulary would report a breakeven position as the use of reserves had been planned.

3.5 The PCC said that he had been advised that local authorities had been given guidance that specified reserves should equate to 60 to 90 days of net revenue expenditure. The CFO said that he had not received similar guidance. The reserves position was set out in the Medium Term Financial Plan (MTFP), with £5m in the general reserve. The Chartered Institute of Public Finance and Accountancy (CIPFA) guidance stated that reserves should be determined locally.

3.6 The CFO said he would confirm the Safety Cam outturn and surplus to the PCC.

Action: CFO to confirm the Safety Cam outturn and surplus to the PCC.

3.7 The Chief Constable assured the PCC that Body Worn Video (BWV) was on course for delivery in June 2017. The CFO said that £1m had been set aside for BWV in Norfolk and Suffolk. The forecast outturn for 2016/17 was £850k with the balance to be used in 2017/18. It was confirmed that the slippage was financial and not operational.

3.8 The CFO said that the draft accounts for 2016/17 would be signed by the end of June 2017. There were a number of outstanding issues which may have an impact on the accounts including a current arbitration case with ACAS and the appeal by Ipswich Town Football Club. The notes to the accounts would reflect any provisions that needed to be made.

4. PERFORMANCE PRIORITIES MONITORING REPORT 1 APRIL 2016 – 31 MARCH 2017 (Paper AP17/15)

4.1 ACC Kearton said that the style of the report had been amended to make it clearer. The report showed that overall performance was good, with further detail on the exception areas provided in the report.

4.2 The PCC noted that the cover report check list indicated that communications had not been considered in submitting the report. He said that it was important for the corporate communications team to be informed about the performance report so they were able to respond to media enquiries.

4.3 The Chief Constable said that it had been difficult to provide the end of year report to the specified timescales. He said that the communications team had been under resourced but now that had been addressed it was likely that the team would be able to undertake more proactive engagement.

Domestic Abuse

- 4.4 The Deputy Chief Executive said that the report was helpful and provided an enhanced understanding of performance. The report indicated that in Domestic Abuse (DA) cases 46% of victims had not supported investigation, however in 97% of cases an investigation had been possible. The Chief Constable said that the proportion of successful investigations would be likely to increase following the introduction of Body Worn Video (BWV).
- 4.5 The PCC asked whether the increase in DA Crime and fall in incidents reflected the introduction of coercive control legislation. ACC Kearton said that the coercive control legislation had been introduced in 2015 and, following the PCC funded training during 2016, it was likely that the data reflected the greater awareness of DA and coercive control by officers and staff.
- 4.6 The Deputy Chief Executive said that the PCC's Independent Domestic Violence Advisor (IDVA) service had recently experienced an increase in the number of high risk cases they dealt with, which was parallel to the increase in cases reported to the police.
- 4.7 The PCC asked what work was being undertaken to understand why victims chose not to support investigation and prosecution. ACC Kearton said that the Domestic Abuse Board was looking at the variance and a piece of analysis was being undertaken to inform the Constabulary.
- 4.8 The Deputy Chief Executive asked how the Constabulary was dealing with the issues arising from the high proportion of DA cases where children were present (reported as between 37% and 44% of cases over the past 12 months). ACC Kearton said that this was clearly of concern and needed to be better understood. It was likely that BWV would provide a better understanding of the impact and distress these crimes had on children. Agencies working in the Multi Agency Safeguarding Hub (MASH) were required to assess what could be done for children who had experienced DA.

Serious Sexual Offences

- 4.9 The PCC asked whether the terminology 'non-recent' had replaced the previously used 'historic'. The Chief Constable said that survivor groups preferred the term 'non-recent' for crimes reported more than 12 months after the offence occurred.
- 4.10 The Deputy Chief Executive said that it would be useful for the higher than national conviction rate to be reflected in the summary table. The Chief Constable said the data, from the Rape Monitoring Group, indicated that the Constabulary was submitting the right cases for successful prosecution.
- 4.11 The PCC said that he was concerned that there was no apparent improvement in performance. The Chief Constable said that a variety of data and analysis had been provided to explain a complex picture and suggested there should be caution in considering performance based on detection rates because of the small numbers of cases involved. The baseline for victim satisfaction was yet to be established.
- 4.12 The PCC asked why the operational commentary referred to a reduction in staff. The Chief Constable said that this had been poorly worded and reflected that a small number of staff from the Protecting Vulnerable People directorate had been extracted on a short term basis to help with major investigations.

Child Sexual Abuse

- 4.13 ACC Kearton said that the data for Serious Sexual Offences and Child Sexual Abuse indicated a shift in the trend from non-recent cases to recent cases. ACC Kearton said the Constabulary was working with partners to educate adults to identify CSA and also so children felt they were able to come forward.
- 4.14 The PCC asked whether Child Sexual Abuse was linked to the supply of drugs in the county. ACC Kearton said that there was an implied link and more analysis was being undertaken to explore this.

- 4.15 ACC Kearton said that the Multi-agency Safeguarding Hub (MASH) had a good reputation and was a good example of where agencies were working effectively together.

Killed and Seriously Injured (KSI)

- 4.16 The PCC said that performance could be covered in more detail under paper AP17/20.
- 4.17 T/ACC Pepper said that the Constabulary was referring cases of speeding where children were present in the car to the MASH as this was a safeguarding issue.

Workforce

- 4.18 The PCC said that many of the current performance issues seemed to be due to shortages in the workforce which consequently led to high workloads, increased sickness and low morale. The Chief Constable said that a full report on the Constabulary workforce would be presented at the June Accountability and Performance Panel.
- 4.19 Further recruitment during 2017/18 would reduce the average officer vacancy level from 30 to 15, equating to 1.5% of the workforce.
- 4.20 The PCC said that the proportion of staff posts that were vacant seemed excessive. The Chief Constable said the data included joint Norfolk and Suffolk staff. The two joint areas with significant vacancies were Justice Services and Protective Services. Within these departments 37 posts were vacant, 24 in Suffolk and 13 in Norfolk. Vacancies in areas that were currently under review would not be recruited to until the reviews were complete.
- 4.21 The Deputy Chief Executive said it would be helpful to include the detail of vacancies in the performance report. She said that workforce data should have already been supplied for inclusion in the Police and Crime Plan and the Medium Term Financial Plan, as had been agreed. The Chief Constable said that a report had now been supplied by HR with detail of the workforce and the distribution of vacancies.
- 4.22 The PCC said that he would like further detail on how and where agency staff were being used. The Chief Constable said he would consider how best to provide this to the PCC.

5. SUFFOLK LOCAL POLICING MODEL – FINAL REPORT (Paper AP17/16).

- 5.1 ACC Kearton had led on establishing the new Suffolk Local Policing Model since 1 April 2016 and said that overall it had been successful. The purpose of the model had been to change how the Constabulary dealt with new policing challenges within financial constraints. Feedback from staff, managers and victims of crime had been largely positive.
- 5.2 The PCC said it was clear that the model had not been resourced adequately during the year and therefore it was difficult to judge performance.
- 5.3 ACC Kearton said that resourcing had been a challenge but plans were in place to ensure that the Constabulary would be in a stronger position at end of the 2017/18 financial year. The '2025 Improvement Team' would commence work in May 2017 to focus on the ten improvement areas highlighted in the report.
- 5.4 The PCC said that the under-resourcing during the year had led to public concerns about police visibility. For example the report showed that Neighbourhood Response Teams (NRT) had been below minimum cover for 71% of shifts in October 2016.
- 5.5 The Chief Constable acknowledged that NRT minimum cover was set for a reason but said that this would include whether the shift was just one person short (i.e. with minimum impact). He said that the number of major investigations since September 2016 had an impact on resourcing NRTs and other teams, as officers and staff had been abstracted to the Major Investigation Team.

- 5.6 ACC Kearton suggested that the PCC discussed visibility plans when he visited local SNTs.
- 5.7 The Deputy Chief Executive said that it was good to that the report was open and transparent and clearly showed where problems had been experienced. However she also didn't believe that the report had given enough weight to the importance of resourcing the model. The Deputy Chief Executive said that until resourcing was addressed it would be difficult to judge the success of the model.
- 5.8 The Chief Constable said that remodelling was being undertaken in response to the demand that had been experienced and would refine THRIVE and ensure more effective use of the Incident and Crime Management Hub (ICMH).
- 5.9 The Chief Constable said that the vacancies in the organisation would be more evenly spread so the impact of these would have less of an impact in any one particular area.
- 5.10 The Chief Executive said that the Joint Major Investigation Team (MIT) had been set up in response to a recommendation by Her Majesty's Inspectorate of Constabulary (HMIC). It was evident that abstractions to the MIT had an impact on the effectiveness of the model and the Chief Executive asked whether the MIT was under strength if abstractions from other areas were increasing necessary.
- 5.11 The Chief Constable said that MIT resourcing was based on the level of normal demand and not the increased level of demand which was currently being experienced. He said that to increase the permanent resource in the MIT would be inefficient.
- 5.12 The Chief Executive said that as HMIC had commented upon the number of abstractions made in Suffolk it was important to show progress had been made.
- 5.13 The PCC said that further recruitment was crucial to the success of the model and asked whether more could be done to speed up the recruitment and training process. The Chief Constable said that the Recruitment and Training teams were fully resourced, however there were fewer applications than was ideal. Both Norfolk and Suffolk Constabularies were assessing whether the initial training time could be reduced in order to increase capacity during the year and decrease the time it took for student officers to be judged as fully effective.
- 5.14 ACC Kearton said that PCSO vacancies would be filled by the end of 2017/18 through recruitment and the PCSO training programme. The Constabulary was also liaising with local councils regarding locally funded PCSOs.
- 5.15 The PCC asked whether it was possible to recruit the required numbers more quickly to enable the model to be fully resourced rather than hold an average of 20 vacancies during the year. The Chief Constable said that this would not be possible unless the Constabulary over-projected the requirement.
- 5.16 The Chief Constable said that in addition to recruiting to expand the number of officers in the Constabulary there was a requirement to fill positions vacant through retirements and resignations. The Chief Constable said that vacancies would be more evenly spread across the organisation during 2017/18.
- 5.17 The PCC said that he was concerned with the additional workload that was a consequence of the THRIVE process. The Chief Constable said that the principle of THRIVE and its application was fundamentally correct but it was recognised the model needed adjustment in light of the additional demand.
- 5.18 The Chief Constable said that THRIVE was the process of assessing a report to the police to determine the level of need and the correct response. The model had introduced changes to which part of the organisation dealt with response according to the severity and grading of the report. The report showed that the proportion of Grade B calls was significantly higher than had been predicted and, as such, the NRT workload had increased. The Constabulary was now considering whether some Grade B calls could be dealt with by the ICMH.

- 5.19 Specialist units were working more effectively under the model, for example the cybercrime unit had undertaken 700 interventions during the year that previously would have been dealt with by SNTs.
- 5.20 The PCC said that the report showed that the forecast of crimes to be dealt with by ICMH was 25% but in reality they were dealing with 9% of crimes (Table 11). ACC Kearton said the proportion of crimes ICMH dealt with in future would be adjusted in response to a better understanding of demand and the Athena process.
- 5.21 The Deputy Chief Executive said that as the report did not specify the success criteria that the model was to be judged against it was difficult to draw a conclusion on overall success.
- 5.22 The Chief Constable said that whilst it was difficult to quantify success the model had allowed the Constabulary to shift their focus to addressing vulnerability and new types of crime. He said there were a variety of measures that could indicate success including the increased focus on protecting vulnerable people, re-introducing PCSOs in schools, tackling cyber-crime and the reduction in anti-social behaviour.
- 5.23 The PCC said that the resourcing issues including recruitment and abstractions needed to be resolved so the performance of the model when fully resourced could be properly assessed. The Chief Constable said that the organisation would always operate with a certain level of vacancies but this had been incorporated into the model. The PCC said that an assessment of the model should be made on the normal level of vacancies not at the level the Constabulary was currently holding.
- 5.24 The PCC requested that resourcing the Local Policing Model adequately should be further discussed at the meeting with the Chief Constable on 10 May 2017.

6. SUFFOLK COLLABORATION (Paper AP17/17)

- 6.1 The PCC said that the report had been received and noted.

7. VICTIMS' CODE OF PRACTICE (VCOP) COMPLIANCE (Paper AP17/18)

- 7.1 T/ACC Pepper said that training had been undertaken to ensure compliance with the Code of Practice for Victims of Crime. The Constabulary was expecting to receive a good assessment against the National File Standard which included criteria on victim and witness requirements and some areas of VCOP compliance, for example whether a Victim Personal Statement (VPS) had been offered.
- 7.2 The PCC asked which partners the Victim Strategy had been shared with. T/ACC Pepper said that partners were those involved in the Multi-agency Safeguarding Hub (MASH).
- 7.3 The PCC asked whether the Crown Prosecution Service (CPS) were supportive enough to victims. T/ACC Pepper said that regular meetings with the CPS were held and, in her opinion, the CPS, courts and judges were very supportive of victims. She suggested that the PCC's concerns regarding sentencing should be separated from assessing the service that victims receive.
- 7.4 The Deputy Chief Executive said she was pleased to see that improvements had made in keeping victims informed of trial outcomes.
- 7.5 The Deputy Chief Executive said that the report provided a good overview of Constabulary work on the Victims Code but did not provide a summary of exactly where the Constabulary was complying with VCOP requirements.
- 7.6 T/ACC Pepper said that compliance with the VCOP had improved and some specific examples were included in the report.

Action: T/ACC Pepper said that she would provide an audit table showing compliance against the VCOP.

7.7 The Deputy Chief Executive said that the HMIC report (AP17/21) included a specific recommendation on the Victim Personal Statement (AFI/Recommendation 3 regarding improving compliance with the Code of Practice for Victims of Crime). T/ACC Pepper said that there had been a significant improvement in compliance with offering a VPS and she was confident the National Assessment for File Quality in Suffolk would evidence this.

8. CONTACT AND CONTROL ROOM (CCR) AND PUBLIC ACCESS (Paper AP17/19)

8.1 ACC Kearton said that the report provided an update on progress with two projects: the CCR (including IP Telephony) and the development of the Constabulary website.

8.2 The PCC asked whether the schedule for the introduction on IP telephony would be met. T/ACC Pepper said that user acceptance testing had uncovered two areas which could present a critical risk. Therefore the launch date had been delayed whilst the supplier worked to resolve the issues. The Chief Constable said a solution had been identified but supplier and user re-testing was necessary.

8.3 The PCC asked whether the sanctions for delays were being enforced. T/ACC Pepper said that the procurement and legal departments were dealing with the supplier according to the contract.

8.4 ACC Kearton said that clear improvements in the CCR had been made since the additional investment by the PCC in September 2016. The average time to answer (ATTA) non-emergency calls (101) was 2 minutes 45 seconds during April 2017.

8.5 The Chief Constable said that he would request that the graph in the performance report (AP17/15) was made clearer to show the outlying data (i.e. those calls where the time to answer was a lot longer or shorter than average). The PCC said that he would like to be able to use this data at the forthcoming public meetings.

8.6 The PCC asked whether the online payment for firearms licensing had been completed. The Chief Finance Officer said that testing was being undertaken and the planned launch of the facility was in mid-May.

9. ANNUAL ROAD SAFETY REPORT (Paper AP17/20)

9.1 T/ACC Pepper said that the report had been based on initial year end data and contained some inaccuracies. T/ACC Pepper requested that the next report be scheduled for the June 2018 Accountability and Performance Panel rather than April, in order to reflect the final year end data.

9.2 T/ACC Pepper said that the total Killed and Seriously Injured (KSI) in Suffolk was 304 (9 less than in the published report) reflecting up to date information on injuries. The final urban KSI figures were 167 (55%) and 137 rural (45%) reflecting more accurate data on location and road classification. The Addendum to the report with the updated figures would be added to the PCC's website.

9.3 The PCC said that the report was very helpful and asked whether the decrease in 'fatal four' offences (seatbelts, mobile phone, drink/drug and speeding) reflected that the public were responding to the campaigns, communication messages and consistent enforcement. T/ACC Pepper said that was likely to be the case.

9.4 T/ACC Pepper said that there had been an increase in KSIs but that fatalities were down on the previous year.

9.5 The Chief Constable confirmed that road safety would continue to be a priority and there would be no reduction in resource however abstracting officers on a short term basis was always a possibility, although this was not currently planned.

9.6 The PCC asked for reassurance that the north east of Suffolk was being adequately served by roads policing. T/ACC Pepper said that analytical work had been

undertaken in response to the PCC's concerns and she was content that response from the unit based at Acle was sufficient. This had similarly been assessed for the areas adjacent to the A140 in Suffolk.

10. PROGRESS AGAINST HMIC INSPECTION AREAS FOR IMPROVEMENT AND RECOMMENDATIONS (Paper AP17/21)

10.1 The PCC said that the report had been received and the contents noted.

10.2 The Chief Executive said that CIPFA guidance required an action plan to be included in the Annual Governance Statement (AGS). The Chief Executive said he would be including progress with HMIC recommendations in the action plan and requested an update on the HMIC Inspection Areas for Improvement (AFIs) and Recommendations at the October meeting of the Accountability and Performance Panel. The Chief Constable said he would provide an update to include whether the recommendations had been completed or were ongoing.

10.3 The Chief Constable said he would confirm whether the Constabulary's engagement strategy (item 7) had been published.

Action: The Chief Constable to confirm whether the Constabulary's engagement strategy had been published.

11. ANY OTHER BUSINESS

11.1 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.]

12. CONFIRMATION OF MINUTES (Paper AP17/22)

12.1 The confidential minutes of the meeting held on 24 February 2017 were agreed as an accurate record and signed by the PCC.

13. PROTECTIVE SERVICES COMMAND UPDATE (Paper AP17/23)

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

14. PROTECTIVE SERVICES – NATIONAL POLICING REQUIREMENT (Paper AP17/24)

14.1 The report provided an update of Suffolk Constabulary's capacity and capability to deliver the Strategic Policing Requirement. The contents of the report were noted.

The meeting closed at 12.50pm.

SUMMARY OF ACTIONS

Item	Action	Owner
2.2	The Chief Constable to provide a list of the Strategic Profiles and dates for publication.	Chief Constable
2.3	ACC Kearton to provide the dates for the Domestic Abuse Board to the PCC.	ACC Kearton
2.5	T/ACC Pepper to cover County Lines and liaison with London Boroughs at her meeting with the PCC.	T/ACC Pepper
2.7	The Chief Constable to confirm to the PCC whether adequate refuelling locations had been agreed and were in operation.	Chief Constable
3.6	The CFO to confirm the Safety Cam outturn and surplus to the PCC.	CFO
7.6	T/ACC Pepper said that she would provide an audit table showing compliance against the VCOP.	T/ACC Pepper
10.3	The Chief Constable to confirm whether the Constabulary's engagement strategy had been published.	Chief Constable