



PAPER AP18/13

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 23 February 2018 at 9.30am.

PRESENT:

Office of the Police & Crime Commissioner

Sandra Graffham (Communications Manager, for items 1 – 9), Christopher Jackson (Chief Executive), Liz Hollingworth (Business Administration and Policy Officer), 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), Simon Megicks (Assistant Chief Constable), Lindsey Shankland (Director of Joint HR, for items 1 – 3) and Gareth Wilson (Chief Constable).

In attendance

For items 1 – 9:

Diana Kearsley (Vice-Chair, Police and Crime Panel), Len Jacklin (Independent co-opted member, Police and Crime Panel) and Patricia O'Brien (Chair, Police and Crime Panel).

For items 1 – 3:

Tom Potter (East Anglian Daily Times) and Roger Baker (member of the public).

Apologies

Steve Jupp (Temporary Deputy Chief Constable).

PUBLIC AGENDA

1. MINUTES OF THE PREVIOUS MEETING (AP18/1)
 - 1.1 The Chief Finance Officer had requested that the minutes be amended at paragraph 3.9 to read 'The Chief Finance Officer said that it was likely that the level of the General Reserve would need to be reduced.'
 - 1.2 The amended minutes of the meeting held on 15 December 2017 were agreed as an accurate record and signed by the PCC.

- 1.3 The PCC said the summary of overtime had been requested had been received and requested a copy of this monthly with a brief narrative overview.
- 1.4 The analysis by the Professional Standards Department of 'other neglect or failure in duty' complaints (paragraph 7.4) was yet to be considered at the PCC and Chief Constable's Weekly Conference.
- 1.5 All other actions arising from the meeting had been completed.

2. REVENUE AND CAPITAL MONITORING AS AT 31 DECEMBER 2017 (Paper AP18/2)

- 2.1 The Chief Finance Officer said that the report provided the forecast year end position for the end of December 2017. The position had improved since October, when an overspend of £1.8m had been forecast, to £1.191m (just over 1% of budget) at the end of December.
- 2.2 There was a forecast overspend of £945k against the pay budget. This was an improvement since the last report, reflecting the arrangements that had been implemented to manage overtime more effectively.
- 2.3 Mutual Aid income had been collected and this was reflected in the stabilised income position.
- 2.4 The Transport budget overspend of £230k had been revised downwards and was now forecast to overspend by £147k. The changes reflected a number of claims that had been settled and a reduction in the value of outstanding claims.
- 2.5 The PCC said that he was concerned with the systematic use of agency staff to fill vacant positions in the workforce. The Chief Constable said that agency staff were used to fill specialist roles, for example where the Constabulary was unable to recruit and retain ICT specialists at the market rate and also where critical roles needed staffing temporarily. This was particularly important so that vacancies could be held for existing staff who may be put at risk during change programmes. The Chief Constable said he was confident there was a robust system in place to only authorise the use of agency staff where absolutely necessary.
- 2.6 The Chief Finance Officer said that he would provide the PCC with further detail on the number of agency staff being utilised and the positions they were filling.
Action: Chief Finance Officer to provide further detail on the use of agency staff to the PCC.
- 2.7 The PCC pointed out that the use of reserves to cover some commissioning costs by the Office of the PCC had been planned in advance.
- 2.8 The PCC asked for an update on the application to recover the search costs of the missing person, Corrie McKeague. The Chief Finance Officer said that a special application for £2.1m had been submitted. Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) had scrutinised the application detail and the Constabulary were in the process of checking the HMICFRS report for accuracy. The report would then be submitted to the Home Office for the Minister to make a decision on. It was hoped that a response would be received by the end of March 2018.
Action: Chief Finance Officer to provide copy of the final HMICFRS report on the special application for funding.
- 2.9 The PCC said that the costs of downsizing the estate (paragraph 6.2) were incurred during relocation before the net benefit was realised. The Chief Finance Officer confirmed the capital receipts would be realised in the longer term. He said that suggestions for recovering costs in more efficient manner should be discussed in detail at the PCC's Estates Board.

- 2.10 The PCC asked how assets, such as the two 'drones' (small unmanned surveillance aircraft) that had been launched on 15 February, were incorporated into the capital programme. The Chief Constable said that assets such as Body Worn Video and mobile working devices were incorporated into the capital programme however the drones were capital assets of Suffolk County Council. A contribution of £20k had been made to the multi-agency fund of £100k to purchase the equipment, accreditation and licensing.
- 2.11 The Chief Constable said that he considered the exercise to be good value for money as a proof of concept which would inform any future purchasing decisions. An evaluation would consider whether access to the multi-agency drones reduced the use of the National Air Police Service helicopter in the county. Should the Constabulary decide to purchase similar equipment themselves this would be built into the capital programme.
- 2.12 The PCC asked for clarification on the drones agreement with Suffolk County Council. The Chief Constable said that the project should be covered by a collaboration agreement. The PCC asked for further clarification on the project to be provided.
- Action: Chief Constable to provide clarification on the Drone project to the PCC by the end of March 2018.**
- 2.13 The PCC asked for the report and Appendix A (iv) to clearly set out the year end position for 'Safecam' in the future. The Chief Finance Officer confirmed that the forecast year end position was £600k, to be invested in road safety schemes.
- 2.14 The PCC asked whether the apparent underspend of £150k on joint ANPR cameras indicated in Appendix B (ii) would be taken forwards into 2018-19. The Chief Finance Officer said he would clarify the position and provide a response to the PCC. The Chief Constable said that ANPR was ahead of schedule and would be complete by the end of the financial year.
- Action: Chief Finance Officer to confirm joint capital ANPR costs.**
- 2.15 The Chief Finance Officer said he would provide more detail to the PCC on the unbudgeted expenditure on vehicles that are revenue funded as indicated in Appendix B (i).
- Action: Chief Finance Officer to provide information on 'Vehicles Revenue Funded'.**
- 2.16 The Chief Constable said that he was confident that the purchase of discounted vehicles was more efficient than lease-hire of vehicles where there were a number of risks, for example reaching the mileage limit during the lease period.
- 2.17 The Chief Finance Officer said that the potential cost pressures were outlined in paragraph 5.2 of the report. An assessment of the financial impact of Key Forensic Services Ltd being placed into administration would also need to be taken into account.

3. PERFORMANCE PRIORITIES MONITORING REPORT 1 JANUARY 2017 – 31 DECEMBER 2017 (Paper AP18/3)

Workforce

- 3.1 The PCC welcomed Roger Baker, a member of the public who had longstanding concerns about the level of sickness and adjusted duties in Suffolk Constabulary. Mr Baker had previously met with the PCC and Director of HR to discuss his concerns.
- 3.2 Mr Baker outlined his concerns relating to the level of sickness in Suffolk Constabulary using Home Office/ONS data to show that Suffolk was worse than average in comparison to other police forces. He asked whether Suffolk Constabulary could explain why this might be the case.

- 3.3 The Director of HR said that adjusted duties were appropriate for officers and staff with a long term or permanent condition. Suffolk Constabulary had a lower proportion of staff on adjusted duties than other forces in the Eastern Region and compared to their 'Most Similar Forces'.
- 3.4 Suffolk recorded a higher than average proportion for recuperative duties, which were used in the short term to bring people back to full duties, for example following injury or pregnancy. The Director of HR said that they had looked into why Suffolk was an outlier against the average and believed that the quality of data recorded by forces was a factor.
- 3.5 The Chief Constable said that he had concerns over the data quality of national workforce comparisons but he was confident that Suffolk Constabulary was correctly recording all cases of adjusted or recuperative duties. He said it was important to note that some conditions would be recorded, and therefore included in the statistics, however the person could be completely operational.
- 3.6 Furthermore, the Chief Constable said that Suffolk was a small force and officers had a larger workload than was average across the country. These officers often dealt with a substantial pressure in their jobs, faced violence leading to injury and tragic situations.
- 3.7 The PCC said that the highest case load per officer in Suffolk, whilst providing evidence of value for money, must have a detrimental impact on sickness.
- 3.8 Sickness absence was monitored monthly and the Chief Constable confirmed that officers and staff who have a poor health record and apply for permission to undertake a second job were refused.
- 3.9 The Constabulary had decided with the Force Medical Doctor that in some cases they would medically retire people rather than continue to employ them on adjusted duties.
- 3.10 It was agreed that better data quality across police forces would be useful to properly compare performance.
- 3.11 The Director of HR said that improvements needed to be made in Suffolk to ensure that those who had returned to full duties were not still recorded as undertaking adjusted or recuperative duties.
- 3.12 The Chief Constable said that his primary concern was for the long term wellbeing of the workforce and data accuracy was important to provide an understanding of this.
- 3.13 The Chief Executive said that the tables comparing Suffolk to the average and other forces indicated apparent performance but he considered the narrative provided by the Constabulary at the meeting was valuable in providing context to the data.

Domestic Abuse

- 3.14 ACC Kearton said that current performance was a statistical exception in comparison to the last 3 years. However there had been a degree of stabilisation more recently in the number of reports of domestic abuse.
- 3.15 The Multi Agency Safeguarding Hub (MASH) 'Single Front Door' pilot had been highlighted as good practice in bringing agencies together. The evaluation of the exercise was concluding shortly.
Action: ACC Kearton to provide the PCC with the evaluation of the MASH 'Single Front Door'.
- 3.16 ACC Kearton confirmed that Suffolk Constabulary and Suffolk County Council were preparing to submit a bid to progress the Domestic Abuse Co-ordination Centre.
- 3.17 ACC Kearton confirmed that the Domestic Abuse Scrutiny Panel considered individual cases to look for areas of improvement. ACC Kearton agreed to find out which voluntary agencies were represented on the Rape Scrutiny and Domestic Abuse Panels and consider whether the meeting outputs would inform PCC commissioning decisions.

Action: ACC Kearton to discuss the role of Scrutiny Panels with the Deputy Chief Executive.

- 3.18 The Chief Constable said that the Domestic Abuse and Rape Scrutiny Panels were based on the successful model of scrutiny and feedback that had been used for Stop and Search.
- 3.19 ACC Kearton said that refresher training on domestic abuse was being undertaken and all new officers would receive the Domestic Abuse Matters training.

Serious Sexual Offences

- 3.20 ACC Kearton said that the continued increase in reports of Serious Sexual Offences (SSO) had meant the solved rate had decreased as more crimes were being investigated by the same number of officers. The Constabulary continued to focus on improving the solved rate.
- 3.21 The PCC asked whether the number of required officers were in place to investigate these crimes. The Chief Constable said that the case load of officers had recently increased and the number of cases per officer was now at the upper end of the guidance level. As had previously been discussed with the PCC there were national difficulties in recruiting detectives, however a number of new detectives had been recruited in Suffolk through the direct entry scheme and the Chief Constable said that they would very shortly have the full complement of investigators.
- 3.22 ACC Kearton said that Suffolk Constabulary was in a similar position to other forces in regard to reporting and the solved rate for rape cases. The Deputy Chief Executive suggested that the report should include the national comparison on rape cases which indicated that performance was comparable to other forces.
- 3.23 The Deputy Chief Executive said that the report indicated a high proportion of victims were supportive of an investigation and asked what else could be done to improve the solve rate. The Chief Constable said that sexual offences investigations were complex and it was difficult to secure evidence through witnesses and with forensic recovery. He suggested an in-depth report on SSO could be produced to provide a more detailed overview.

Call Handling

- 3.24 The PCC said he was pleased to see the good performance on emergency '999' call handling had been maintained.
- 3.25 Currently the central switchboard was answering non-emergency calls in an average of 14 seconds. Should the calls require a Contact and Control Room (CCR) response, for '101', the average waiting time was 4 minutes.
- 3.26 ACC Kearton said that there had been issues with CCR software in December 2017 resulting in difficulties assessing the number of calls waiting and diverting call takers to these. More staff had been allocated to emergency '999' calls which meant a reduction in the number available to respond to 101 and subsequently the average waiting time for these non-emergency calls had risen to 400 seconds. The supplier had resolved the issue and waiting times had fallen to an average of 248 seconds. The ultimate solution would be the implementation of the new telephony system.
- 3.27 The Chief Constable said that the new telephony system was undergoing user acceptance testing and full implementation was subject to successful completion of this testing. ACC Megicks said that the testing was thorough and he had received feedback from staff that the system was of a high standard.

Killed and Seriously Injured

- 3.28 ACC Megicks said that the Roads Policing Unit was current undergoing accreditation for the ISO17025/17020 quality mark and the preparation for this had been detrimental to collision investigations in the short term. The Constabulary was keen to attain these recognised Standards for the scientific elements of their work as it assisted with prosecutions.

3.29 The PCC said that it should be noted that roadside drug wipes had successfully been introduced in Suffolk with funding support from the PCC, Constabulary and Suffolk County Council.

4. SUFFOLK COLLABORATION UPDATE (Paper AP18/4)

4.1 The PCC said he was pleased with the revised report which provided a better overview of national, regional and local collaboration.

4.2 The Chief Constable said the Minister of State for Policing had requested a comprehensive assessment of how each Constabulary was planning to make efficiencies. The progress that had been made on collaborative work would form a core part of the Suffolk response.

4.3 The Chief Constable said that proactive investment in telematics would increase efficiency. He was confident that the investment ensured the Constabulary was at the forefront of technological developments, however he said that there was more work to be undertaken in collaborative procurement.

4.4 The PCC asked why there had been a delay in producing the 7 Forces procurement business plan. The 7 Force Strategic Collaboration Programme includes Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces. The Chief Constable said that work had been completed to show the pipeline of procurement contracts so that new joint procurement could take place at the appropriate point to secure better value goods and services across the 7 Forces. However some of the partner forces had queries on this work and so a more detailed assessment of each contract was required. For example, the earliest new procurement for ERP would be undertaken would be 2022.

4.5 The Chief Constable confirmed that each Constabulary had contributed resource to the procurement collaboration. Suffolk contributed 0.8 FTE (full time equivalent).

4.6 The Chief Executive asked for clarification on the timescale for the 7 Forces procurement as it was referred in the report as a 'long term goal'. The Chief Constable said that progress would be made during 2018 and this would also satisfy the Minister's requirement for further progress on efficiency. There would be a 7 Force procurement department which in the longer term would deal with the joint procurement of contracts. Smaller contracts would still be locally procured.

4.7 The Chief Executive clarified that the variation on the Professional Standards Department collaboration agreement was not in response to the forthcoming General Data Protection Regulations (GDPR), as stated in the report at paragraph 7.4, but due to the delay in new complaints legislation. The Chief Executive said that the new complaints legislation was now due for implementation in 2019.

4.8 The Deputy Chief Executive asked why the Shared Services Transactional Centre (SSTC) was deemed to be 'virtual' (paragraph 3.1) as there had been a physical move. The Chief Constable said that the moves had been within existing premises and not to a separate shared centre as originally envisaged. Transactional HR and Finance duties were being undertaken across Norfolk and Suffolk Constabularies by multi-skilled individuals.

4.9 The Deputy Chief Executive asked whether the plans for national implementation of an Enterprise Resource Planning (ERP) system noted at paragraph 14.1 would duplicate the current joint system used in Suffolk and Norfolk, particularly as there was provision for an upgrade of the local system in the Suffolk Medium Term Financial Plan.

4.10 The Chief Constable said the national system was being scoped but would not be in place for some time and there were significant reservations about the proposal. The Chief Finance Officer said that he believed national ERP would only be implemented if mandated.

4.11 The PCC said that he shared the scepticism about delivery of ERP at a national level and stressed that any new technology should be flexible to accommodate future changes.

4.12 The Chief Finance Officer said that the areas of efficiency the Constabulary would need to report on to the Minister were Procurement, Digital Technology and Reserves. He said that he was concerned that as a local force Suffolk would be held to account on ERP which was a national issue.

5. CHILDREN AND YOUNG PEOPLE UPDATE (Paper AP18/5)

5.1 The PCC asked whether there had been progress with the reform of the Suffolk Local Safeguarding Children Board (LSCB). ACC Kearton said that the recommendations were due to be shared at Easter. The PCC reiterated that he was keen to see the value added by the Board, given the financial contribution made by the Constabulary. The Chief Constable said that this had been clearly communicated in the recent LSCB workshop. ACC Kearton said she would keep the PCC up to date on developments.

5.2 ACC Kearton said there had been significant progress with the Gangs and Youth Violence Action Plan, building on a truly multi-agency approach.

5.3 The PCC said that the Gangs and Youth Violence post (paragraph 2.9) was funded by Ipswich Borough Council. He asked ACC Kearton to ensure that the Gangs and Youth Violence funding application was submitted to Suffolk Public Sector Leaders.

5.4 ACC Kearton said that the joint protocol with the Youth Offending Service to reduce offending and criminalisation of children in care had yet to be produced but it would provide an evaluation of the role and responsibility of each agency. The Constabulary had been driving this work with Suffolk County Council and had been trying to get a broader range of agencies involved.

5.5 ACC Kearton said she would provide an update to the PCC on how many of the missing children reported in Suffolk were under the care of local authorities outside of Suffolk.

Action: ACC Kearton to provide the PCC with data on the number of missing children under the care of local authorities outside of Suffolk.

5.6 The Deputy Chief Executive said she was pleased to see the governance of the Multi-Agency Safeguarding Hub (MASH) was being addressed. ACC Kearton confirmed that the MASH reported to the Safe and Strong Communities Group.

5.7 The Deputy Chief Executive noted the decline in the number of Section 47 Children's Act procedures (where there is a concern of serious harm) and asked whether there was a risk associated with this decrease. ACC Kearton said that the quality of response had increased because each child within a family was separately assessed and the appropriate action taken, rather than applying a generic response to all children within a family.

6. INTERIM DIVERSITY REPORT (Paper AP18/6)

6.1 The Chief Constable said that the purpose of the report was to provide an update to the PCC on the Constabulary response to the Race Disparity Audit, the Lammy Review and the Home Affairs Select Committee findings on diversity.

6.2 The Constabulary had been successful in securing funding and had commissioned the National Centre for Social Research to develop a National Diversity Strategy and Workforce Plan. The results would be shared at a national conference on Diversity later in 2018. The PCC said he had been unaware of the proposal.

6.3 The Chief Constable said that the Constabulary would report imminently on the gender pay gap. This would establish the difference in pay between males and females across the workforce. It was likely there would be a gap because of the average pay

differential between police officers (the majority of whom are men) and staff (the majority of whom are women).

- 6.4 It was confirmed that equal pay, ensuring the same pay for men and women undertaking the same job, had been addressed through the job evaluation exercise.
- 6.5 The Chief Constable confirmed to the PCC that zero hours contracts were used in the Contact and Control Room and in Custody, where appropriate. He said that employees were able to use the flexibility of such contracts to suit their personal circumstances.
- 6.6 The Chief Constable said that he was keen to ensure that further progress was made, particularly with non-visible minority communities, so they had the confidence to report crimes and not think they would be treated differently.
- 6.7 The Deputy Chief Executive said that the report indicated there had been some good progress through the recruitment process however proportion of BME recruits had fallen in 2017. The Chief Constable said that work continued to attract a more diverse group of applicants and this would continue to be a long term aim.

7. UPDATE ON SUFFOLK INTERNAL AUDIT (Paper AP18/7)

- 7.1 The report was produced in response to the discussion at the last Audit Committee meeting. The Internal Auditors provided a 'follow up review' to their recommendations so that the Audit Committee could be confident that the recommendations had been implemented in a timely way. The recent reviews had indicated that there had been some delays in implementing recommendations across a number of audits and that the management updates were of poor quality.
- 7.2 The Chief Constable said that the update had been produced to reassure him and the PCC that progress was being made before the next Audit Committee meeting.
- 7.3 The PCC asked what action had been taken in managing the implementation of Internal Audit recommendations in future. The Chief Constable said that there was a stronger and more co-ordinated overview from the DCC.
- 7.4 The Chief Constable and the Chief Finance Officer had arranged to meet the Internal Auditors to discuss the completion of recommended actions and where progress was still required. The Chief Executive requested an update following that meeting to confirm the Internal Auditors were satisfied with the progress being made.

8. DEPLOYMENT AND EVALUATION OF BODY WORN VIDEO (Paper AP18/8)

- 8.1 The report set out the current position with Body Worn Video.
- 8.2 Early evaluation with focus groups and a survey had been undertaken to establish a baseline for evaluation. The details of the evaluation were contained in the report and it was expected the full findings would be available to the PCC in early 2019.

9. ANY OTHER BUSINESS

- 9.1 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.]

10. CONFIRMATION OF MINUTES (Paper AP18/9)
 - 10.1 The confidential minutes of the meeting held on 15 December 2017 were agreed as an accurate record and signed by the PCC.

11. PROTECTIVE SERVICES COMMAND UPDATE (Paper AP18/10)
 - 11.1 ACC Megicks provided the PCC with an overview of forensic services with particular reference to Key Forensic Services Ltd who had gone into administration.
 - 11.2 ACC Megicks said that he would provide further information on progress with Protective Services in the upcoming Weekly Conference with the PCC.

12. PROTECTIVE SERVICES CONTEST UPDATE (Paper AP18/11)
 - 12.1 ACC Megicks presented the report, the content of which was noted.

13. CHIEF OFFICERS RISK REPORT (Paper AP18/12)
 - 13.1 The Chief Constable presented the report, the content of which was noted.
 - 13.2 A number of potential risk areas were raised by the Panel for consideration.

The meeting closed at 12.45pm

SUMMARY OF ACTIONS

Item	Action	Owner
2.6	Chief Finance Officer to provide further detail on the use of agency staff to the PCC.	CFO
2.8	Chief Finance Officer to provide copy of the final HMICFRS report on the special application for funding.	CFO
2.12	Chief Constable to provide clarification on the Drone project to the PCC by the end of March 2018.	Chief Constable
2.14	Chief Finance Officer to confirm joint capital ANPR costs.	CFO
2.15	Chief Finance Officer to provide information on 'Vehicles Revenue Funded'.	CFO
3.15	ACC Kearton to provide the PCC with the evaluation of the MASH 'Single Front Door'.	ACC Kearton
3.17	ACC Kearton to discuss the role of Scrutiny Panels with the Deputy Chief Executive.	ACC Kearton
5.5	ACC Kearton to provide the PCC with data on the number of missing children under the care of local authorities outside of Suffolk.	ACC Kearton