



PAPER AP18/42

ACCOUNTABILITY AND PERFORMANCE PANEL

A meeting of the Accountability and Performance Panel was held in the Strategic Co-ordination Centre, Police Headquarters, Martlesham on Thursday 21 June 2018 at 9.30am.

PRESENT:

Office of the Police & Crime Commissioner

Liz Hollingworth (Business Administration and Policy Officer), Christopher Jackson (Chief Executive) and Tim Passmore (PCC).

Chris Bland (Chief Finance Officer for the PCC and Chief Constable).

Suffolk Constabulary

Steve Jupp (Deputy Chief Constable), Rachel Kearton (Assistant Chief Constable), Simon Megicks (Assistant Chief Constable) and Gareth Wilson (Chief Constable).

In attendance

For items 1 to 16: Paul Banjo (Suffolk County Council), D/Constable Mark Emsden (Chair, Suffolk Police Federation), Sandra Graffham (Communications Manager, OPCC), Andrew Hirst (East Anglian Daily Times), Patricia O'Brien (Chair, Police and Crime Panel) and Anna Parkinson (PA to the PCC).

For item 8 on the agenda: Jo Copsey and Tony Hodge (Town Pastors).

PUBLIC AGENDA

1. MINUTES OF THE PREVIOUS MEETING (AP18/25)
 - 1.1 The minutes of the meeting held on 27 April 2018 were agreed as an accurate record and signed by the PCC.
 - 1.2 The Chief Constable provided an update on compliance with the Code of Practice for Victims' of Crime. The Constabulary assessment of compliance would be included within the multi-agency presentation to the Local Criminal Justice Board (LCJB) on 19 September.
 - 1.3 The Chief Executive asked whether the update would include every agency with a responsibility within the Victims' Code or just reflect the members of the LCJB. The Chief Constable confirmed the assessment was comprehensive covering all agencies.
 - 1.4 The PCC said that he was primarily concerned with Constabulary compliance and requested a report for the Accountability and Performance Panel in October 2018, following the LCJB presentation.

1.5 The PCC confirmed that he had received the report summarising performance and lessons learnt during the period of adverse weather. ACC Megicks confirmed that a series of debriefing sessions would take place in order to inform both Constabulary organisational learning and also partnership working. The Local Resilience Forum will monitor implementation of the actions and recommendations and amend plans accordingly.

2. QUESTIONS FROM THE PUBLIC

2.1 Andrew Hirst, from the East Anglian Daily Times, asked for an update on the PCC and Chief Constable's discussions in response to the murder of Tavis Spencer-Aitkins and knife crime incidents in Ipswich. The PCC said that his discussions with the Chief Constable and ACC Kearton were ongoing and he was also discussing solutions with statutory partners. The PCC said that the Chief Constable had his support to deploy resources as necessary and he hoped to improve the trust and confidence that the community had with all public agencies.

2.2 The Chief Constable said that Suffolk Constabulary had invested over a period of years in tackling knife, drugs and gang crime in Suffolk and there were long term issues to address as well as the response to the immediate incidents in Ipswich.

2.3 ACC Kearton provided a copy of the community leaflet which set out the support available to the community and proposals from partners. Policing in the area had been reinforced, and £465k had been invested into a specialist youth gang team and a gangs and County Lines analyst. ACC Kearton said that the current high visibility presence in Ipswich would transition into Operation Parkland, focussing on specific areas of crime with the reinforced policing continuing over the summer.

3. USE OF STOP AND SEARCH IN SUFFOLK 1 APRIL 2017 TO 31 MARCH 2018 (Paper AP18/26)

3.1 The PCC said that he fully supported the use of Stop and Search by Suffolk Constabulary, the use of which had been raised at recent public meetings.

3.2 The Chief Constable said that he intended to use scrutiny practices similar to those currently deployed for Stop and Search in other areas such as Use of Force and Custody.

3.3 ACC Kearton said that, despite a downward trend, disproportionality continued to be an area of concern that was monitored. People whose ethnicity was categorised as BME were 3.9 times more likely to be stopped and searched than people of white ethnicity. ACC Kearton said that the data showed that all officers needed to be cognisant of using Stop and Search powers legitimately.

3.4 ACC Kearton outlined the use of independent scrutiny of the data and dip sampled cases which the Constabulary found very valuable. All front line officers were undertaking training to ensure their skills were up to date and in line with the Best Use of Stop and Search.

3.5 The PCC said that the report provided a good overview of Stop and Search in Suffolk. He was pleased to see that only 1.5% said they did not understand why they were stopped/searched and this supported the view that Stop and Search was being used legitimately.

3.6 The PCC asked for further detail of ethnicity to be provided if possible. ACC Kearton said this may be possible as it would be recorded, if the individual chose to provide that information.

3.7 The PCC asked why 9% of outcomes were 'not stated' (Section 2.4). ACC Kearton said that this had been highlighted during the scrutiny process and any officer not completing an outcome would be asked why by their supervisor as, although there could be a legitimate reason, it would be classed as poor practice.

- 3.8 The Chief Executive asked whether the Constabulary was changing its approach to Stop and Search in response to recent incidents in Ipswich and whether the community were broadly content with the current approach.
- 3.9 ACC Kearton said that as the Gold Commander she had led the recent Strategic Co-ordination Group response which had included representatives from local councils and the community, including Ipswich and Suffolk Council for Racial Equality (ISCRE). It was confirmed that Stop and Search would continue to be intelligence based and liaison with the community continued. The DCC and ACC had both authorised use of Section 60 of the Criminal Justice and Public Order Act 1994 which allowed for wider 'no suspicion' search powers in anticipation of/after serious violence, for a time limited period, and again liaison with the community had taken place.
- 3.10 The PCC asked whether more crime was being detected through use of Stop and Search. ACC Kearton confirmed that this had been the case recently with a number of bladed items recovered and drug related arrests through targeted operations.
- 3.11 It was agreed that Appendix A "Stop and Search Recommendations" need not be submitted with the report in future.
4. ROAD SAFETY REPORT 2017/18 (Paper AP18/27).
- 4.1 The PCC said that he had recently met with Highways England and was anticipating that the evaluation of the Orwell Bridge cameras would be delivered shortly. He said that he was concerned at the statistics shown in the report indicating a worrying increase in young men who were Killed and Seriously Injured (KSI).
- 4.2 ACC Megicks said that KSIs had reduced by 20% and fatalities by 10% however young male drivers and motorcyclists were disproportionately at risk. With the support of the PCC and funding agreed by the Driver Offending Retraining Governance Board, the Constabulary continued to work with partners in educating a wide audience about road safety. Two apprentices were undertaking promotional activity in schools and colleges with young people.
- 4.3 A reduction in general enforcement activity was indicated by the statistics and ACC Megicks said he was investigating why this was the case. However there had been a significant increase in Drug Drive testing.
- 4.4 The PCC asked whether there would be a rebate if there was a substantial withdrawal of the Road Collision Reduction Team (RCRT) from their work on Fatal Four enforcement. ACC Megicks confirmed that the officers remained police officers under the direction of the Chief Constable and could be used to address other operational issues. The Chief Constable said that a costing model was being considered so that there was consistency where external contributions had been made to a role.
- 4.5 ACC Megicks said that the Community Enforcement continued to deal with issues of speeding in small towns and villages. These vehicles and staff had been implemented in response to community concerns and was a significant piece of enforcement work.
- 4.6 The Chief Constable confirmed that evidence was used to target priority areas for speeding and other enforcement.
- 4.7 ACC Megicks said that the Constabulary would continue to align enforcement to national and European campaigns including speeding, drink and drugs, Truck and Bus and Insurance campaigns. Operation Wyken had been particularly successful in tackling HGV offences including seatbelts (181 offences) and other safety aspects.
- 4.8 The PCC asked whether the outcomes from enforcement campaigns were adequately publicised. ACC Megicks said that the Constabulary did publicise the activity and he would reiterate the importance of the follow up to this in terms of outcomes and sanctions.

- 4.9 In response to the PCC's question on liaison with the Traffic Commissioner, ACC Megicks confirmed that staff were specifically trained to address issues with commercial vehicles and he was confident that the correct powers were being utilised.
- 4.10 The PCC asked how the urban area casualty information shown in the Road Safe Annual report (Appendix A) was used. ACC Megicks said that data was recorded and shared in order to inform the action taken when a combination of education, enforcement and engineering were considered, depending on the circumstances. Enforcement activity was usually only a short term solution.
- 4.11 The PCC said that he had been advised that there had been an increase in assaults on road maintenance workers. ACC Megicks said that he was not aware of this as an emerging issue but would inform the Head of Roads Policing and ask staff to be aware of this.
- 4.12 The Chief Executive said that the decrease in enforcement did not include drugs, where the number of cases had risen and asked about the implications of this for forensic services. ACC Megicks said that the initial roadside screening gave an indication of the presence of drugs however this was followed up by taking blood samples which were tested forensically and therefore had larger cost implications. ACC Megicks confirmed that the forensic services market had stabilised and the Constabulary were able to proactively submit cases for testing, including drug driving cases.
5. VICTIM SATISFACTION AND CONFIDENCE (Paper AP18/28)
- 5.1 The report indicated that overall public confidence in the police was decreasing nationally. The Victim Satisfaction and Public Confidence Board had been reformed to consider the issues and actions to be undertaken.
- 5.2 The PCC asked when the work on public confidence would be completed as it was an area of concern. The ACC said that the process was ongoing and the Board would meet monthly in the first instance to maintain momentum.
- 5.3 The PCC agreed with ACC Kearton that a representative from the Office of the PCC should attend the Victim Satisfaction and Public Confidence Board.
- 5.4 It was likely that national issues were considered by individuals when responding to survey questions regarding confidence in the police service.
- 5.5 Community Engagement Officers were being introduced as part of 'Suffolk 2025' to focus on public contact and engagement, listen to local issues and respond accordingly.
- 5.6 The new victim satisfaction measures required by the Home Office for domestic abuse and sexual violence were being taken forward 'in-house' through the employment of a victim survey co-ordinator to handle this sensitive area. Survey data would start to become available at the end of the year.
- 5.7 A research company had been engaged to survey victims of hate crime, rural and business crime and online crime.
- 5.8 The PCC stressed the need for ongoing communication with the public about the different contact options available and the work the Constabulary was undertaking to keep Suffolk safe.
- 5.9 The Chief Executive said that the data in Table 1 was based on data collected through a national survey and was substantially different to that from the local online Crime and Community Safety Survey. He said it was difficult to understand the disparity and more qualitative information as to why this was the case was needed.
- 5.10 The Chief Constable expressed his concern with data from the Crime and Community Safety Survey. He said that the survey was based on a small self-selecting sample and he was less confident in these results. It was agreed that the Suffolk

Constabulary confidence data shown on page 3 of the report was more robust and could be monitored regularly and over a longer time period.

6. COMPLAINTS AND PROFESSIONAL STANDARDS UPDATE (Paper AP18/29)

- 6.1 The Deputy Chief Constable said that the report set out the key issues arising from complaints and professional standards.
- 6.2 There had been an increase of 6% in the number of complaints in 2017/18 compared to the previous year but 4% fewer allegations.
- 6.3 The main area of complaint was 'Other neglect or failure in duty' which accounted for 47% of all recorded allegations. This category covered: failure to deal with an investigation or issue appropriately; failure to investigate; complainant unhappy with outcome; failure to update or treated unfairly. The national and 'most similar force' comparisons indicate that Suffolk is an outlier on 'neglect and failure in duty'.
- 6.4 The proportion of complaints made by Black and Minority Ethnic members of the public was relatively stable, amounting to 5.6% of all allegations in 2017/18.
- 6.5 When dissatisfaction was first notified an immediate response was put in place through the 'Service Recovery' process so that low level matters can be resolved quickly and to the satisfaction of the member of the public.
- 6.6 There had been three public hearings of misconduct cases during 2017/18, led by independent chairs.
- 6.7 The Deputy Chief Constable said that all lessons identified during Professional Standards investigations were noted and disseminated. In addition the PCC dip sampling exercise also highlighted areas for improvement.
- 6.8 The PCC said that he had met with the Independent Office of Police Complaints and he was reassured that there were no concerns with Suffolk Constabulary's professional standards.
- 6.9 The Deputy Chief Constable said that he was confident the process was robust. He said that the Professional Standards Department were working to include positive feedback and reward into their processes.
- 6.10 The Chief Executive said that the PCC was responsible for appointing Legally Qualified Chairs and Independent Members. New appointments would be required in 2019. The Chief Executive asked the Deputy Chief Constable to provide feedback on the current system. The Deputy Chief Constable said that he had not had any negative feedback but he would ask the Superintendents and Police Federation for their views.

Action: Deputy Chief Constable to provide feedback to the Chief Executive on LQCs and Independent Members.

7. PCC COMMISSIONED SERVICES - TOWN PASTORS (Paper AP18/31)

- 7.1 The PCC said that the grant to Town Pastors of £50,000 supported their work across the county in keeping Suffolk safe and supporting the night-time economy. The PCC said he was very supportive of the scheme which illustrated the value the voluntary and charitable sector could make. The interventions of Town Pastors not only made a difference to the individual but contributed to demand reduction on the police.
- 7.2 Tony Hodge thanked the PCC, on behalf of the Town Pastors, for his continued support. Town Pastors had been patrolling locations in Suffolk for 11 years providing immediate practical and pastoral care, increasing public safety and reducing crime and the fear of crime. The PCC grant covered 50% of the cost of running the schemes and provided vital funding.

- 7.3 Each local scheme was developed to meet the needs of the town and schemes vary in terms of the times and scale of patrols and the number of volunteers involved. All schemes operate under a protocol agreed with the Chief Constable.
- 7.4 There had been a small increase in the number of activities undertaken by Town Pastors compared to the previous year. As well as providing water, refreshments and reassurance, the Town Pastors were able to help vulnerable people and divert others from becoming involved in incidents to assist partners.
- 7.5 Town Pastors provided support at the Latitude Festival for the 7th year.
- 7.6 Town Pastor Sunday was held on the 3rd Sunday in September to raise the profile and recruit volunteers. During the year 21 new Town Pastors were trained and 23 prayer partners joined.
- 7.7 As well as the regular patrols on Friday and Saturday nights, additional support was provided by Town Pastors on Christmas Eve and New Year's Eve. The Sudbury Town Pastors continue to provide support during the Hadleigh Show weekend in May and in Stowmarket, Town Pastors patrolled at the Christmas Lights switch on.
- 7.8 Positive feedback had been received from local sergeants. Jo Copsey said that Town Pastors worked with pub and club doorstaff and CCTV staff who provided useful information but also acted as a guardian for the Town Pastors themselves.
- 7.9 Jo Copsey provided examples of incidents in Bury St Edmunds, Ipswich and Lowestoft that illustrated where Town Pastors had made a help keep individuals safe, assisted the police and ambulance service and managed crowds.
- 7.10 The PCC asked whether the Town Pastors had any areas they were looking to develop or improve. Tony Hodge said that new ideas were explored in response to developments within each town. The individual schemes met together four times a year to share intelligence and the feedback from the PCC would also be discussed.
- 7.11 The PCC expressed his thanks to all the Town Pastor volunteers for their efforts particularly in reducing tension and anti-social behaviour. He said that the equivalent cost per hour for the volunteer time and associated outcomes indicated good value for money from the grant.
8. SUFFOLK COLLABORATION REPORT (Paper AP18/30)
- 8.1 The Chief Constable presented the report and said that a review of Custody was in progress. The Chief Constable said he was disappointed with the Ministry of Justice (MoJ) attitude to issues with custody and court arrangements. The Constabulary had invested heavily in facilities and resource and it was hoped that the MoJ would recognise this.
- 8.2 The next meeting of the regional team on National Specialist Capabilities was to be held shortly. The Chief Constable said he was keen for Suffolk to pilot the Major Investigations work.
- 8.3 The Chief Constable said that there was little recognition from government or HMICFRS of the fact that Norfolk and Suffolk Constabularies had made substantial savings over a number of years through collaboration. Further opportunities for major changes locally were likely to be limited.
- 8.4 The Chief Constable confirmed that a procurement report would be presented to regional PCCs in due course.
- 8.5 The PCC noted that the report did not cover collaboration with other agencies in Suffolk. It was confirmed that that the report focussed only on police collaboration.

9. WORKFORCE REPORT 2017-2018 (Paper AP18/32)
- 9.1 The Deputy Chief Constable provided an update on the workforce establishment and strength at the end of April 2018. The Constabulary was recruiting for new officers and currently training the latest recruits.
- 9.2 There were 788 members of staff employed at the end of April 2018 against the budgeted establishment of 906. An additional 109 casual workers and 19 agency workers were currently employed to cover the demand and vacancies.
- 9.3 Suffolk Constabulary had 176 Special Officers with recruitment underway for more volunteers.
- 9.4 Section 2 of the report provided an update on detective capability. A bespoke detective career pathway was now in place and a number of individuals were working towards their national qualifications. The Deputy Chief Constable was pleased to report that there was national support to improve the attractiveness of the detective career pathway including a review of terms and conditions.
- 9.5 The Deputy Chief Constable provided an overview of limited duties. Psychological and respiratory sickness were the highest contributors to all sickness absence, measured by hours, for both staff and officers. The Deputy Chief Constable said that this should be noted in the context of increasing demands on officers and staff.
- 9.6 The Deputy Chief Constable provided an update to the sickness data in the report. The proportion of hours which were recorded as sickness of the total contracted working hours was 4.3% for officers and 4.2% for staff.
- 9.7 It was confirmed that the workforce survey would be undertaken again later in 2018.
- 9.8 A new Workplace Health and Wellbeing Strategy was being implemented with the intention to 'invest to save' through prevention as well as providing more support on return to work.
- 9.9 The PCC asked whether everything possible was being undertaken to ensure successful recruitment of new officers. He also encouraged the use of volunteers to relieve pressures on the Constabulary. The Deputy Chief Constable said that the recruitment process for officers was now not time restricted and he was content that a variety of channels were being used to showcase the Constabulary as an employer of choice. He considered the throughput of student officers in 2018 would be adequate but the level of interest would be monitored.
- 9.10 The Chief Executive asked whether there had been any national evaluation of the impact of the Code of Ethics and whether there had been a positive impact in Suffolk. The Deputy Chief Constable said that he was not aware of any national evaluation but assured the PCC that the Code of Ethics was fully embedded within Suffolk Constabulary. The Code of Ethics had enabled staff and officers to explain why they made a decision and it was also useful for the Professional Standards Department.
- 9.11 The Chief Executive asked for an update on the employment of apprentices within the Constabulary. The Chief Constable said that, following the successful pilot, he was keen that apprentices were part of the workforce however this needed to be considered alongside the opportunities for workforce progression and the new Policing Education Qualifications Framework (PEQF).
10. DIVERSITY ANNUAL REPORT 2017-2018 (Paper AP18/33)
- 10.1 The Chief Constable said he was the National Police Chief Council lead for Equality, Diversity and Human Rights. A national strategy had been launched and local implementation was now underway.
- 10.2 The Chief Constable said that the Peelian principles of policing by consent of fellow citizens (the police are the public and the public are the police) were still important. To ensure legitimacy and improve satisfaction it was important for the Constabulary to have a reflective workforce that the community could relate to.

- 10.3 The Constabulary had a balanced gender intake of new officers and the proportion of the workforce from black and minority ethnic communities had increased.
- 10.4 The Chief Constable said that detailed data across all of the protected characteristics of the workforce was not yet available. The PCC said that comparisons of workforce data characteristics with the Suffolk population would be useful to assess progress. The Chief Constable said that a key part of the national strategy to be implemented in local areas was to collate better data and use it to improve policies. The ability to compare data to the Suffolk population was restricted by the dated nature of the 2011 Census.
11. ANNUAL HEALTH AND SAFETY REPORT 2017/18 (Paper AP18/34)
- 11.1 The PCC said he had received and read the paper and did not have any questions to raise.
12. DATA PROTECTION REFORM (Paper AP18/35)
- 12.1 The Deputy Chief Constable and Chief Executive had discussed recent data protection reforms and the Constabulary response. The report was noted by the PCC.
13. REVENUE AND CAPITAL OUTTURN 2017/2018 (Paper AP18/36)
- 13.1 The Chief Finance Officer said that the report provided a summary of the end of year position for 2017/18. The draft accounts for the year had been considered by the PCC, Chief Constable and the Chief Finance Officer. Capital slippage funding and revenue reserve transfers were confirmed in PCC decision 18 – 2018.
- 13.2 The draft accounts showed an overspend of £1.455m which was 1.28% of the net revenue budget. A number of budgetary pressures during the year had been accommodated including the police officer pay award.
- 13.3 The Chief Finance Officer said the reserves position at the end of March 2018 was £7.2m which was satisfactory.
- 13.4 The External Auditors would complete their work during July and the final accounts would be signed off by 31 July.
- 13.5 The final accounts would reflect if there were any changes in the four current contingent liabilities before the end of July.
- 13.6 The PCC asked whether any lessons had been learnt in order to deal with unforeseen overspend in future. The Chief Finance Officer said that measures had been implemented to consider investment in training and use of overtime. Better data and information was now available from payroll on the use of overtime and this would help manage resources in future.
14. INDEPENDENT CUSTODY VISITING SCHEME – 2017/18 (Paper AP18/37)
- 14.1 The PCC said he was pleased to have received the report on the Independent Custody Visitors Scheme.
- 14.2 The PCC said had undertaken a visit with some Independent Custody Visitors to the Police Investigation Centre and had listened to their feedback. The scheme, which was recognised as best practice, depended on the visitors who are volunteers and the PCC said he was grateful for their continued contribution to check on the welfare of detained persons.
15. INDEPENDENT ADVISORY GROUP ANNUAL REPORT 2017/18 (Paper AP18/38)
- 15.1 The PCC noted that this would be the final annual report from the Independent Advisory Group as it had been formally dissolved. The PCC said that whilst it was regrettable in some ways he was confident that the public could interact with the PCC and Constabulary through a variety of methods.

15.2 The Chief Constable said that the Strategic Diversity Board was considering expanding its membership and had consulted with ISCRE on this.

16. ANY OTHER BUSINESS

16.1 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.]

17. CONFIRMATION OF MINUTES (Paper AP18/39)

17.1 The confidential minutes of the meeting held on 27 April 2018 were agreed as an accurate record and signed by the PCC.

18. CIVIL CLAIMS AND EMPLOYMENT TRIBUNALS APRIL 2017 – MARCH 2018
(Paper AP18/40)

18.1 The Deputy Chief Constable presented the report and provided an update on claims and tribunals.

19. CHIEF OFFICER RISK REPORT AND RISK REGISTER (Paper AP18/41)

19.1 The Chief Constable presented the report and provided an update on the Constabulary risk register.

The meeting closed at 12.15pm

SUMMARY OF ACTIONS

Item	Action	Owner
6.10	Deputy Chief Constable to provide feedback to the Chief Executive on LQCs and Independent Members.	DCC Jupp