



PAPER AP18/51

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 7th September at 9.30am.

PRESENT:

Office of the Police & Crime Commissioner

Sandra Graffham (Communications Manager), Christopher Jackson (Chief Executive), Anna Parkinson (PA to the PCC and CEO) and Tim Passmore (PCC).

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

Suffolk Constabulary

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

Apologies

Steve Jupp (Deputy Chief Constable)

In attendance

For items 1 to 8: Paul Banjo (Suffolk County Council), Patricia O'Brien (Chair, Police and Crime Panel), Diana Kearsley (Vice Chair, Police and Crime Panel), Len Jacklin (Police and Crime Panel Member).

PUBLIC AGENDA

1. **MINUTES OF THE PREVIOUS MEETING (AP18/42)**
 - 1.1 The minutes of the meeting held on 21 June 2018 were agreed as an accurate record and signed by the PCC.
 - 1.2 Further to the action at 6.10, the Chief Constable confirmed that no staff had raised any problems in connection with Legally Qualified Chairs or Independent Members. The Chief Executive was grateful for this reassurance as the process of re-appointing Legally Qualified Chairs and Independent Members is due to take place in 2019.
2. **QUESTIONS FROM THE PUBLIC**
 - 2.1 Diana Kearsley, Vice Chair of the Police and Crime Panel asked whether the Constabulary worked to a time limit between a minor incident being reported and

contact with the victim from the Constabulary. The Chief Constable said that if this question was in relation to a specific incident he could take the details after the meeting and look into it.

- 2.2 The Chief Constable added that a paper would be coming to the next Accountability and Performance Panel meeting with regard to Constabulary Compliance with the Victims' Code.
- 2.3 The Chief Constable said that work was also taking place concerning the processes followed when a member of the public calls to report an incident looking at whether the matter can be dealt with more immediately, rather than the call-taker promising that the victim would receive a call back within a certain time frame which then doesn't happen.
- 2.4 Patricia O'Brien, Chair of the Police and Crime Panel, asked whether with the increase of hidden crime, there is now more focus on that issue and ordinary crime is falling behind as a result. The Chief Constable replied that he is very comfortable with the way the organisation deals with high risk areas and that prioritising and balancing resources is the same for all forces across the country. However, the situation is compounded in Suffolk due to the low level of funding combined with the expectation from the public for a high level of service. Today the force quite rightly focuses on high level crimes that in fact affect a very few people and cannot investigate lower level crime – for example thefts from motor vehicles which affect more people – to the same level. However, investigation into lower level crimes leads to victims feeling that they are being taken more seriously so there are significant issues relating to public trust and confidence around this.
- 2.5 Len Jacklin, Police and Crime Panel Member, asked why the victim satisfaction statistics were missing from the Performance Report Summary when these are important figures and questioned whether their absence was due to a lack of resources. The PCC replied that this question would be answered when going through the report – the next item on the agenda.

3. PERFORMANCE PRIORITIES MONITORING REPORT (Paper AP18/43)

Performance Report: Summary

- 3.1 The PCC reminded the meeting that the Confidence Data is for the 12 month period to 21/12/2017 and therefore the same as seen in the previous report. Discussion of confidence data would therefore be deferred to the October Accountability and Performance Panel Meeting when more recent data will be available. The PCC requested a separate report for the October meeting with an update on actions which have been taken to improve public trust and confidence.

Action: Constabulary to provide a report at the October Accountability and Performance Panel to update the PCC on actions taken to improve public trust and confidence.

- 3.2 With regard to the missing figures for Victim Satisfaction around Domestic Crimes and Serious Sexual Offences, ACC Kearton said that the PCC may recall that the Home Office used to specify the data which needed to be collected but this process ceased in April and the Force is now implementing its own system. Data is being collected but the process will need to continue for some time before the data collected can be meaningful – the Force is aiming to report in Autumn 2019.

Action: Constabulary to report back in Autumn 2019 with Victim Satisfaction figures.

Performance Report: Workforce

- 3.3 The PCC expressed his concern that the current police staff strength is approximately 130 below establishment. The Chief Constable said that in reality this figure is not as it

appears and can provide the PCC with a briefing paper. He explained one reason for the apparent gap is holding posts back during the re-organisation process in order that those staff at risk have opportunities. The second reason is an accounting issue around posts which fall within the Norfolk/Suffolk joint space. The Chief Constable offered his absolute assurance that the big gap does not exist in reality and the briefing paper contains further details.

Action: Chief Constable to bring briefing paper to next Weekly Conference

- 3.4 The PCC asked why there are so many officers on recuperative duties and what is being done to re-dress this. The Chief Constable said that there is no one reason in relation to the increase and while he is aware of the figure, it is not causing him any concern at this point. He said a significant increase in the number of officers on adjusted duties would be of concern – but as recuperative duties are short term, it is a different situation and he is content. However, should there be another increase in the next quarter, he would be concerned.

Performance Report: Domestic Abuse (DA)

- 3.5 ACC Kearton presented this element of the paper and noted the similarity in statistics with Serious Sexual Offences. ACC Kearton assured the PCC that the Force is taking a positive and rigorous approach, with recording better than the national standard. The conviction rate remains high but at the same time there is a significant increase in the number of crimes.
- 3.6 ACC Kearton said it was reflective of the nature of the crime that more than half of victims do not support investigation. However, officers do a lot of work around victim support.
- 3.7 The PCC asked ACC Kearton whether she felt the Suffolk Domestic Abuse Partnership and data framework are effective and whether all partners are playing their parts. ACC Kearton replied that the Partnership is well established with a number of experienced partners. It provides all partners with access to a greater range of information, with partners picking up information the Constabulary wouldn't do alone.
- 3.8 The PCC questioned what was meant by "some of the harder to reach commissioned/charitable services" in the Operational Commentary. The Chief Constable said that he understood it to mean the harder to reach victims such as those in rural areas or emergent communities. The Chief Constable added that the Equality and Diversity roles play a vital part in engaging with these emergent communities and offering support to victims which they may not have realised was available to them.
- 3.9 The PCC asked where the evidence is for the statement in the Operational Commentary "There has been change to the structure of the domestic abuse teams.... but [this change] appears to be working well". ACC Kearton replied that the domestic abuse teams are continuing to deliver as they should, despite still undergoing a period of change. However, an evaluation of the impact of the changes will be carried out.

Performance Report: Serious Sexual Offences (SSO)

- 3.10 The PCC said he was concerned to see the number of crimes solved has fallen (similarly the case with DA) and asked what the Chief is doing to address this, particularly considering the extra resources which have been put in. The Chief Constable said that the Constabulary is recording significantly more offences now, including ones which are difficult to detect, for example third party reporting on DA and SSO. The more crimes which are uncovered, the more complex the situation becomes. In addition, there have been problems around detective resilience but these have been addressed and have closed the gap considerably in terms of strength vs establishment. With trainee investigators included, the number of detectives will be at establishment level. The Chief Constable said that it is not easy to raise the detection

rate – the victim sits at the core of any investigation which is why he considers the victim satisfaction figures to be the significant ones. The outcome of any investigation must be the right one for the victim.

- 3.11 ACC Kearton added that first of all the Constabulary needs to know what crimes are taking place, so an increase in reporting is not necessarily a bad thing. Then each report needs to be analysed and then any next steps taken based on the individual victim's needs, including whether considering a successful prosecution is the right outcome. ACC Kearton also reported that there will be a media campaign launching this month around prevention, focusing on consent.
- 3.12 The PCC asked if it would be reasonable to say that the total number of crimes solved has fallen because the Constabulary is prioritising the more difficult cases. The Chief Constable replied that yes there is more complexity around the cases but a significant amount of work is going into this area and he is content that this focus is correct.
- 3.13 The PCC asked what else the Chief Constable needed to increase the number of crimes solved and if there were more resources whether more could be done in this area. The Chief Constable said that he was confident he is putting the appropriate amount of resource into these high risk areas – any additional resources would be for the lower level areas. The Chief Constable also said that the culture within the teams was important and a focus on solved rates rather than being victim centred would have an adverse effect on this culture.
- 3.14 National work is being done on the model put forward by “Chaucer Consulting” putting the victim at the centre of good performance. The Chief Constable will share this model with the PCC.

Action: Chief Constable to share Chaucer Consulting model with PCC

Performance Report: 999 and 101 Call Handling

- 3.15 ACC Kearton presented this element of the paper and highlighted the level of demand – in the last year there has been an increase of 700 calls to 999. However, the target of answering 90% within 10 seconds is still being reached. The PCC was pleased with this performance.
- 3.16 The new IP Telephony System for 101 was introduced in May, allowing the Constabulary to prioritise calls using a triage system. ACC Kearton said that she is pleased with the performance so far, although data cannot be compared with previous years as the systems are completely different. It was noted in the report that it will take until June 2019 to have sufficient data to report on 101 performance, post implementation of IP Telephony.
- 3.17 The Chief Constable added that additional resource may need to be considered in the Contact and Control Room (CCR) next year.
- 3.18 A full paper (in respect of the CCR) will be presented at the next Accountability and Performance Panel.

Performance Report: Traffic Offence Reports

- 3.19 ACC Megicks presented this part of the paper. He highlighted that road traffic in its entirety is increasing and the Roads and Armed Policing Team (RAPT) is working hard to ensure safety on the roads.
- 3.20 The PCC was pleased to note that Killed and Seriously Injured (KSI) collisions are stable to date and fatalities have fallen by a third.
- 3.21 ACC Megicks said that the RAPT is focused around criminality – for example using Automatic Number Plate Recognition (ANPR) to stop criminals using the roads.
- 3.22 ACC Megicks addressed the fall in Traffic Offence Reports (TOR) issued for mobile phone use. First he said that officers have some latitude in their duties rather than

focusing on issuing tickets. By this, ACC Megicks clarified, it is meant that officers may be focusing on other areas of road safety rather than simply issuing tickets. However, he emphasised that every driver caught using their phone would be given a ticket. Secondly, given the change in the law of a penalty of 6 points and £200 for being caught using a phone, it could be possible that there is a cultural change and fewer drivers are taking the risk of using their telephones.

- 3.23 The PCC asked if the Motorcycle Team, funded by the Driver Offender Retraining Governance Board (DORGB), is entirely focused on the work they are funded for and if they are called to cover other operational duties is there re-dress in funding. The Chief said that, as per previous discussions, members of the team had not been abstracted as much as last year. However, if they are abstracted, the partnership will not be funding them.
- 3.24 The Chief Executive commented that while it was relatively straightforward to catch people using their phones while driving, what is done about drivers who are distracted by placing calls on their hands-free systems or inputting information into sat-navs etc. The Chief Constable replied that there would have to be a consequence to their action for any enforcement to take place – for example there have been convictions for death by careless/dangerous driving when drivers have been distracted by using hands-free.
- 3.25 ACC Megicks added that work had been done in Norfolk using equipment detecting Bluetooth so that it could be established whether or not drivers are using hands-free.
- 3.26 Diana Kearsley, Vice Chair of the Police and Crime Panel, asked whether if there was to be a campaign about not using mobile phones at the wheel, that drivers should be reminded to stop somewhere safe if they are going to take a call. ACC Megicks said he would see if this could be included in any communications.
- 3.27 The PCC said he was very pleased with the drug enforcement work which has been undertaken. ACC Megicks acknowledged that the support of the PCC has enabled this work to take place.
- 3.28 The Chief Executive asked how many arrests result in successful prosecution. ACC Megicks said he would find out and that the figure is likely to be significantly higher than crimes in their broadest sense due to the absolute nature of traffic offences.

Action: ACC Megicks to confirm how many arrests result in successful prosecution.

Performance Report: Residential Burglary Dwelling

- 3.29 ACC Kearton presented this part of the report and noted that there is not much change from the last report. While the level of burglaries has increased in this year, it remains lower than 3 years ago.
- 3.30 The PCC said he would be interested to know that given the problems of County Lines, how much of the increase in burglaries is related to drugs.

Performance Report: Violence with Injury

- 3.31 The PCC said he would like to have known previously about the joint Suffolk Constabulary and County Council hate crime action plan referenced in the Operational Commentary. ACC Kearton said she had only been recently updated on this herself and it following a specific organisational plan following a HIMCFRS recommendation. ACC Kearton suggested that she and Superintendent Cutler meet with the PCC to brief him further on the plan.

Action: Meeting to be arranged for the PCC, ACC Kearton and Supt Cutler to discuss the hate crime action plan

Performance Report: Robbery

- 3.32 ACC Kearton presented this aspect of the paper and highlighted key points such as almost 60% of robbery victims are already involved in criminality and that the most significant increase in reported robberies is in Ipswich. ACC Kearton said that a proactive approach is being taken, particularly around gathering intelligence around those offenders who are known to be predisposed to committing robberies.
- 3.33 Victims do not always want to co-operate with the Constabulary if they are offenders themselves as they are unlikely to share information and co-operate with forensic investigation.
- 3.34 The PCC noted that the Operational Commentary mentioned monitoring those convicted of robbery who are due for release from prison and that it is not just a police responsibility. ACC Kearton agreed that it's about having a co-ordinated and focused approach working with other partners, for example the Constabulary works closely with probation so are aware when individuals are being released.

Performance Report: Anti Social Behaviour (ASB)

- 3.35 ACC Kearton presented this part of the report. ASB has been reducing since 2014 though it must be borne in mind that some of this may be due to changes in the recording process.
- 3.36 ACC Kearton said that the changes to the local policing model may see an increase in the amount of ASB reported as more police officers will be on the streets and therefore awareness of ASB will increase.

Performance Report: Drug Trafficking

- 3.37 ACC Kearton said that the proactive approach taken by the Constabulary is reflected in the increase in number of crimes detected.
- 3.38 In addition, preventative work is being undertaken including both work with partners and the implementation of the Youth Gang Prevention Unit.
- 3.39 The PCC agreed that this is a crucial area of work, and engagement with young people is vital in this work.

4. CHILDREN AND YOUNG PEOPLE UPDATE (Paper AP18/44).

- 4.1 The PCC commented that this is a good report and he is very pleased with progress.
- 4.2 The PCC asked how many of the missing children are in the care of the local authorities in Suffolk and how many are from outside the county. ACC Kearton agreed that it would be useful to have a breakdown of the 1503 episodes of missing children and will provide that to the PCC.

Action: ACC Kearton to provide breakdown of the 1503 episodes of missing children

- 4.3 The PCC asked what are the main reasons for children running away. ACC Kearton said that most stories are complex with children coming from chaotic lives, possibly involved in crime and it may be County Lines targeting vulnerable children – for example Operation Velocity as seen children as young as 12 or 13 becoming involved.
- 4.4 With regard to County Lines, the PCC asked whether the Constabulary is now obtaining the information it needs from other agencies such as London Boroughs and the British Transport Police. ACC Kearton replied that information was forthcoming and she has no concerns around this.
- 4.5 The PCC was concerned to see in the report that there could be financial implications to the restructure of local safeguarding arrangements. The Chief Constable said that he was not aware of any costs being proposed – however the mention of financial

implications is likely to be in reference to the risk which has existed for a number of years in that, compared with other counties, Suffolk County Council contributes a high proportion and it could be that it is proposed that costs are apportioned differently as part of the restructure. The PCC and CC agreed that they would both resist such a proposal.

5. RURAL POLICING ANNUAL REPORT (Paper AP18/45)

- 5.1 The PCC was pleased with this report.
- 5.2 ACC Kearton said that since the launch of the Rural Crime Strategy in 2017, the Constabulary is in a much better position.
- 5.3 ACC Kearton drew the PCC's attention to paragraph 1.4 of the report as the position has changed since the report was written. ACC Kearton said that she is now considering the rural Sergeant focusing entirely on rural policing and the other responsibilities mentioned would be covered by resources elsewhere.
- 5.4 Vulnerability remains a priority for the rural time as aggravated crime could be due to rural and isolated locations.
- 5.5 A drone is being purchased for the Rural Policing Team to enable access to more difficult to reach areas to obtain better sight of incidents such as hare coursing. The PCC was pleased to hear of this development.
- 5.6 The PCC asked about the role of the Rural Communities Advisory Group. ACC Kearton said that it is formed of partners who have a broad perspective across the county who can advise the Rural Policing Team. Partners include agencies such as the Tourist Board and Country Landowners Association. They provide a network across the county and a forum to share intelligence.
- 5.7 The PCC asked for an annual update from the Rural Communities Advisory Group as issues could come up which would link in with the Business Liaison Forum and his annual updates from the Country Landowners Association and National Farmers Union. ACC Kearton agreed to keep the PCC updated.

6. SUFFOLK COLLABORATION UPDATE (Paper AP18/46)

- 6.1 The Chief Constable presented this paper and drew the PCC's attention to the Telematics Project. The position has moved on since the paper was written and the Chief Constable confirmed he had been keeping the PCC fully briefed at their regular meetings as to the issues.
- 6.2 With regard to the reorganisation of the business support functions, the PCC asked what the Constabulary is doing to keep staff morale as high as possible. The Chief Constable said that they have worked hard to ensure communication has been effective as possible and every effort made to ensure fairness and acknowledging change is difficult. The Constabulary has been commended by staff organisations and unions on how ACC Kearton has led the recent piece of work.
- 6.3 The Chief Constable added that the staff survey would take place again in the autumn which should show the staff views of the organisation and how they feel they are being treated.
- 6.4 The Chief Executive commented that currently the most significant work being done on collaboration is regional procurement and that mention of it in the report was very brief and not particularly informative. The Chief Constable felt that the report had turned into more of an "update" paper rather than a full report due to the frequency of the paper being presented. He suggested that a more detailed paper could be presented at less frequent intervals and would discuss this with the Chief Executive outside the meeting.

- 6.5 The Chief Executive asked whether the proposed changes contained within sections 1 and 2 of the report would require PCC agreement and changes to the Section 22A collaboration agreements. The Chief Constable replied that the discussions around these areas include reference to Section 22A agreements and whether changes will need to be made but no action is currently required.
- 6.6 The Chief Executive asked whether it was proposed to have one ERP system across the 7 Forces in the regional collaboration. The Chief Constable replied that yes his belief is that a forthcoming meeting is about alignment and ERP will be a core system for further collaboration. The PCC asked for reassurance that the Constabulary ERP system would be compatible with other partners and the Chief Constable confirmed it is not an issue. The PCC also suggested involving the wider public sector but the Chief Constable suggested aligning the 7 Forces should be the priority.

7. REVENUE AND CAPITAL MONITORING (Paper AP18/47)

- 7.1 The Chief Finance Officer presented this report.
- 7.2 The CFO said that while the budget is in a sound position, it is important to recognise that financial balance must be delivered this year. Currently, an underspend of approximately £600k is forecast – although it is still relatively early in the financial year and this figure will be reviewed each time the month end financial reports are produced.
- 7.3 The CFO said that the longer term challenge is identifying a further £3.2m in savings over the life of the Medium Term Financial Plan (MTFP). The work has started, including monitoring the delivery of the current programme and the commencement of the OBB process.
- 7.4 With regard to the need to deliver everything in the savings plans, the CFO said he has no reasons to doubt the Constabulary's ability to deliver on those savings.
- 7.5 The CFO reported that £1m has been put aside to cover the costs of change but is hopeful that this figure will not be required to that level to meet any financial liabilities in terms of redundancy entitlements.
- 7.6 Since the MTFP was approved, areas of additional expenditure have emerged such as telematics and insurance, and budget will need to be identified and allocated to these and other areas.
- 7.7 The CFO said that the Finance Team is working closely with the ICT Department and Estates Department to review the capital programme in order to challenge the implication of different schemes and establish the dates of capital receipts. The intention is to bring a report outlining progress to the next Accountability and Performance Panel.
- 7.8 The PCC said that the predicted underspend could raise questions as to why PCSO numbers have been cut and why the precept was raised – an underspend undermines the position taken with the Home Office that Suffolk is under-funded. The CFO replied that it is still very early in the financial year and the predicted underspend is very small at less than 0.5% of the overall budget.
- 7.9 At paragraph 1.8 in the report it states that the Constabulary is having to absorb additional demand from other public sector partners who are struggling with shortages in resources. The PCC said that this additional demand needs to be quantified in terms of time and money spend absorbing other partners' responsibilities. The Chief Constable highlighted that one of the difficulties is that the definition of policing is so broad it incorporates just about every other public services' responsibilities. ACC Kearton's work around "The Single Front Door" and a more indepth review of the calls that come in through the CCR will help with quantifying this demand.

8. ANY OTHER BUSINESS

- 8.1 The PCC suggested progress with Blue Light Collaboration should be considered at a future Accountability Performance Panel.
- 8.2 The PCC also suggested there should be a public paper presented in the next six months as to plans for the future of Martlesham Police Headquarters, following the recent public consultation.

PRIVATE AGENDA

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

9. CONFIRMATION OF MINUTES (Paper AP18/48)

- 9.1 The confidential minutes of the meeting held on 21 June 2018 were agreed as an accurate record and signed by the PCC.

10. PROTECTIVE SERVICES COMMAND UPDATE (Paper AP18/49)

- 10.1 ACC Megicks presented the report.

11. PROTECTIVE SERVICES – CONTEST UPDATE (Paper AP18/50)

- 11.1 ACC Megicks presented the report.

The meeting closed at 12.15pm

SUMMARY OF ACTIONS

Item	Action	Owner
3.1	Constabulary to provide a report at the October Accountability and Performance Panel to update the PCC on actions taken to improve public trust and confidence.	Chief Constable
3.2	Constabulary to report back in Autumn 2019 with Victim Satisfaction figures.	Chief Constable
3.3	Chief Constable to bring briefing paper re current police staff strength to next Weekly Conference.	Chief Constable
3.13	Chief Constable to share Chaucer Consulting model with PCC.	Chief Constable
3.28	ACC Megicks to confirm how many traffic arrests result in successful prosecution.	ACC Megicks
3.32	Meeting to be arranged for the PCC, ACC Kearton and Supt Cutler to discuss the hate crime action plan.	ACC Kearton
4.2	Constabulary to provide breakdown of the 1503 episodes of missing children.	ACC Kearton