



PAPER AP19/10

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 8 March at 09:30.

PRESENT:

Office of the Police and Crime Commissioner

Christopher Jackson (Chief Executive), Anna Parkinson (EA to the PCC and CEO), Tim Passmore (PCC) and Vanessa Scott (Head of Policy and Performance).

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

Suffolk Constabulary

David Cutler (Temporary Assistant Chief Constable), Rachel Kearton (Deputy Chief Constable), James Madsen (HR Service Improvement Manager – for items 1-6), Simon Megicks (Assistant Chief Constable) and Gareth Wilson (Chief Constable).

In attendance

Kate Fitzsimons (Support Officer, Suffolk OPCC) and Sandra Graffham (Head of Communications and Engagement, Suffolk OPCC).

For items 1 to 6: Roger Baker (Member of the Public), Andrew Eley (Senior Democratic Services Officer, Suffolk County Council), Stuart Palmer (Co-opted Member of Suffolk Police and Crime Panel) and Tom Potter (Journalist, East Anglian Daily Times).

PUBLIC AGENDA

- 1 MINUTES OF THE PREVIOUS MEETING (AP19/01)
 - 1.1 The minutes of the meeting held on Friday 14 December 2018 were agreed as an accurate record and signed by the PCC.
 - 1.2 It was confirmed that all actions had been completed.

1.3 With regard to the action at 5.2, the Chief Executive asked whether HMICFRS were receptive to the feedback given by the Constabulary. DCC Kearton confirmed that they were and that she had had constructive and positive conversations with them.

1.4 The PCC asked if an update could be provided on Victim Satisfaction and Confidence. The Chief Constable agreed that this should be considered in more detail and could take place at the Accountability and Performance Panel in July.

Action: Update on Victim Satisfaction and Confidence to come to July meeting.

1.5 The PCC also asked for an update with regard to Virtual Courts which ACC Megicks said he could provide outside the meeting.

Action: ACC Megicks to provide an update with regard to Virtual Courts.

2 REVENUE AND CAPITAL MONITORING AS AT 31 JANUARY 2019 (AP19/02)

2.1 The Chief Finance Officer presented this paper and stated that he was confident the financial position remains stable. He added that it was important to emphasise that the Medium Term Financial Plan (MTFP) included the requirement to make significant savings and that the Force had delivered them in full, which was commendable.

2.2 The Chief Finance Officer then drew the Panel's attention to paragraph 3.6 where it is stated that the year-end underspend will be utilised to fund short life assets in the capital programme. Capital receipts were anticipated which did not materialise within the financial year so the shortfall needs to be bridged. He said that there would also be a need to call on reserves. However, he emphasised that the capital receipts were not lost, it was just a question of timing.

2.3 In terms of the Capital Programme, the Chief Finance Officer said that it had been reviewed and investment in certain areas deferred so money can be carried forward to the next financial year. This is a planned move which happens every year due to the complexity of the Capital Programme in terms of costing and timing of capital receipts.

2.4 The PCC asked for the next financial report to include details of the initiatives the Constabulary is undertaking to maximise additional income, such as money through Section 106 Agreements and the Community Infrastructure Levy.

Action: Next financial report to include details of the initiatives the Constabulary is undertaking to maximise additional income.

2.5 The PCC also asked for the next report to include a section on how successful the Outcome Based Budgeting (OBB) process has been and an overview of what has been done.

Action: Next financial report to include an overview of the OBB process.

3 PERFORMANCE PRIORITIES MONITORING REPORT – 1 JANUARY 2018 TO 31 DECEMBER 2018
(AP19/03)

3.1 DCC Kearton presented this report.

3.2 The PCC commented that on the face of it the public confidence figures could be concerning however anecdotally he felt that there was a lot of support for the Constabulary. He asked what was being done to address this issue. The Chief Constable suggested a report could come to the July meeting, alongside the report on victim confidence.

Action: Public Confidence report to come to July meeting.

3.3 The Chief Executive asked whether the questions in the survey were asked in the context of “the police” or “Suffolk Constabulary”. DCC Kearton explained that as a third party undertakes the survey it is difficult to obtain that level of information but she will establish as much detail as possible for the report for the July meeting.

3.4 The Chief Constable said that public confidence is a complex issue as national issues also play a part. He also added that resources are prioritised, the high priorities being the highest threat/harm/risk areas. Fortunately these do not affect the majority of people. As lower level crime which affects more people is not prioritised it can lead to lower figures in surveys. However, he emphasised that it was absolutely right that resources are prioritised in this way.

Performance Report: Workforce

3.5 DCC Kearton presented this part of the Performance Report. She drew attention to the fact that police officer strength is just about at establishment level, which the PCC was pleased to note.

3.6 The PCC asked DCC Kearton for an update outside the meeting on the three PCSO posts that are currently under review due to uncertainty as to how they are to be funded.

Action: PCC to be updated on the three PCSO posts currently under review.

Performance Report: Domestic Abuse (DA)

3.7 DCC Kearton presented this part of the Performance Report. She highlighted that 83.8% of cases were convicted in court and this is the second highest level of convictions in comparison to Suffolk’s most similar Forces.

3.8 With regard to the DA figures, the Chief Executive then asked what “solved” means in this context, as the figure shown is 16.3% and in cases of DA it is intrinsically implied the perpetrator is known. DCC Kearton said that “solved” includes all outcomes from community resolution to conviction at court. In terms of the apparently low percentage, the Chief Constable said that this is due to the different ways of recording different outcomes, including for example a victim no longer supporting an investigation. Therefore the crime

could be recorded and the alleged perpetrator identified but it could not be classed as solved if there was no formal investigation and conclusion.

- 3.9 The PCC asked what value the Vulnerability Board adds. DCC Kearton explained that it picks up common strands from different boards, including the DA Delivery Board, which can then be pulled together.
- 3.10 The PCC then asked what else could be done to address DA. T/ACC Cutler said that it was a challenge as a large number of victims come to the police to disclose what has happened and ask for support, not necessarily with a view to prosecution. This is often a difficult route for victims to contemplate as they fear losing their home, income etc. T/ACC Cutler added that programmes for perpetrators need to be considered too as victims may feel that if there is something available that will change their partner's behaviour this might encourage them to speak up. Currently such programmes are few and far between. The PCC said that the only programme he had seen was the "Caring Dads" Programme, supported by the PCC Fund, which he had recently visited and was very impressed by it.
- 3.11 T/ACC Cutler also said that the use of Body Worn Video (BWV) is helping enormously in the area of DA, often promoting early guilty pleas by perpetrators due to the video evidence.
- 3.12 The discussion on DA closed with the Head of the Policy and Performance asking what the impact of the delay of the implementation of the DA Victim Satisfaction Survey would have, as not only would data be delayed but it would also impact upon the implementation of the survey of victims of Serious Sexual Offences which was due to follow. DCC Kearton said that she shared the concern to get the surveying under way as quickly and sensitively as possible and would share details of the plans.

Action: Details of DA Victim Survey implementation plan to be shared with PCC.

Performance Report: Serious Sexual Offences

- 3.13 DCC Kearton presented this element of the Performance Report, and noted similar trends to that of DA. Nationally, most Forces are seeing the same trends.
- 3.14 DCC Kearton said that there was a media campaign currently underway encouraging victims to come forward. It is taking the form of videos on social media particularly focusing on the issue of consent. There are 6 different videos reinforcing the message in different ways. Immediate feedback is that the campaign is being well received.
- 3.15 The PCC asked how the campaign would be evaluated. DCC Kearton said that immediate evaluation can be undertaken by the number of views/hits of the videos. These could then be compared to consider whether some videos are more effective than others. Longer term, more qualitative views could be obtained.
- 3.16 The PCC then asked what difference the addition of the Detective Inspector post should make. T/ACC Cutler said that adding a further inspector into the unit was proportionate due

to the high volume of cases being dealt with. This additional resource should assist with the timeliness of investigations.

- 3.17 The PCC asked what else could be done to improve performance in this area. T/ACC Cutler said that it is hugely complex. Nationally there needs to be more alignment of agencies as different agencies have different performance indicators. In addition further analysis is needed of the nature of the offences reported and their outcomes. For example, with regard to victim disengagement, the victim may not have engaged in the first place. This could be in a case of a victim reporting DA and then disclosing as part of the DA they had been raped - but the victim may not have wanted the rape recorded and investigated and perhaps would not have disclosed the fact if they had realised it would be recorded as a separate crime. The PCC acknowledged the complexity in this area.
- 3.18 The Head of Policy and Performance then said that she was very pleased to see the improvement in No Further Action (NFA) letters ensuring victims are signposted to other agencies, particularly given the PCC's investment in victims' services.
- 3.19 The Chief Executive observed that nationally there appears to be criticism of police using resources to investigate historic offences and asked how many of the SSO cases under investigation are historic and how many are current, and whether the historic cases are a drain on resources. The Chief Constable replied by saying it is absolutely right to investigate every offence reported, whether historic or current. In the case of historic offences, victims may have been suffering for years so by coming forward they can also be signposted to other services for any help they need. In terms of resources, the resourcing model has been adapted to accommodate investigating all offences both historic and current. With regard to the split between historic and current offences currently under investigation, the Chief Constable did not have this to hand and would revert.
- Action: Chief Constable to confirm how many of the SSO cases under investigation are historic and how many are current.**

Performance Report: Call Handling

- 3.20 DCC Kearton presented this part of the Performance Report. She drew attention to the fact that 93% of 999 calls are answered within 10 seconds with the average time to answer being below 4 seconds. The investment in and project management of the IP Telephony system is reaping results. In addition, resourcing in the Contact and Control Room (CCR) is benefiting both emergency and non-emergency calls.
- 3.21 The PCC said he was delighted with this report and asked that the Chief Officers pass on his congratulations to everyone involved.
- 3.22 The Chief Executive asked whether Norfolk Constabulary was seeing the same results having installed the same system. ACC Megicks said that Suffolk is slightly ahead due to implementing the new system ahead of Norfolk, but both Forces continue to improve incrementally.

- 3.23 ACC Megicks added that he had maintained the IP Telephony Project Board to support the Chief Constables, whereas usually such Boards would be disbanded when a project has been embedded and become business as usual. ACC Megicks said that he wanted to keep a tight grip on the change management process, hence maintaining the Board. The IP Telephony provider also attends the Board which ensures a strong working relationship.

Performance Report: Traffic Offence Reports (TORs)

- 3.24 ACC Megicks presented this part of the Performance Report. He reported that nothing significant has changed, with just a small increase in the number of mobile phone TORs.
- 3.25 The PCC noted the worrying trend of the increasing amount of arrests in relation to drug driving. ACC Megicks said that the joint Norfolk and Suffolk Roads and Armed Policing Team is the third most prolific user of drug wipes in the country, behind two large metropolitan forces. He added that during the pre-Christmas road safety campaign, it was the first time arrests for drug drive were higher than for drink drive.

4 CHILDREN AND YOUNG PEOPLE UPDATE (AP19/04)

- 4.1 T/ACC Cutler presented this report.
- 4.2 The PCC asked what the cost is to the Constabulary of looking for missing children who are missing from local authority care or from London. T/ACC Cutler said that there are some estimates around these costs, for example dealing with a medium risk missing person is in the range of £1300 – £2400. The PCC said that he would like this considered further outside the meeting in order to build an evidence base showing the additional pressures on the Constabulary when it comes to the Comprehensive Spending Review.
Action: Consider cost to the Constabulary of looking for missing children.
- 4.3 Also with regard to missing children, the PCC asked whether the “return to home” interviews when the children are found have shown any trends. T/ACC Cutler said that two interviews take place, the police do a “safe and well” interview and the social services undertake the “return to home” interview. Information from these interviews comes together and is fed back through the Multi-Agency Safeguarding Hub (MASH) process. The PCC said that he would be interested to know what some of the main causes are.
Action: PCC to be briefed on the main causes of why children go missing.
- 4.4 The PCC then asked whether the Suffolk Youth Offending Service (SYOS) is adequately funded and has enough resources. T/ACC Cutler said that he felt what is done with the resource is very effective. The costs and impact of widening the cohort is currently under consideration. The PCC asked whether the team come across areas which could be suitable for PCC funding. T/ACC Cutler said that this would be considered.

4.5 The PCC said that he was pleased to note the good work of the School Liaison PCSOs and asked what the status was with regard to PCSOs in Pupil Referral Units (PRUs). The Chief Constable said that he would provide an update with regard to the PCSO position outside the meeting.

Action: PCC to be updated with regard to the PCSO position in PRUs.

5 SICKNESS AND LIMITED DUTIES REPORT (AP19/05)

5.1 The PCC welcomed Roger Baker, a member of the public who has longstanding concerns about the level of sickness and number of officers on limited duties in Suffolk Constabulary. Mr Baker had previously met with the PCC and Director of HR to discuss his concerns and also attended an Accountability and Performance Panel in February 2018 with regard to the same subject.

5.2 The Chief Constable presented this report. He gave an overview of how sickness is managed throughout the Force, from a local level upwards. He emphasised that significant investment had been put into promoting wellbeing in the workforce. He was clear that the Force's priority was that short term sickness does not turn into long term, which in turn could lead to longer term issues such as ill-health retirement. The welfare of the Force is paramount.

5.3 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, dealing with extraordinary situations.

5.4 The HR Service Improvement Manager then described the sickness management process, including reference to the new Limited Duties Policy which focuses on what officers can do rather than what they cannot. This has led to the re-categorisation of recuperative and adjusted duties, which is currently mid-way through. This process has shown that 41 of the 76 officers who have been re-categorised so far are fit for full duties with the exception of driving. The Chief Constable commented that this puts the figures into context – they are still active officers.

5.5 Given that the Sickness Management Policy is the same across both Norfolk and Suffolk Constabularies, the PCC asked why the figures differed so much between Forces. The Chief Constable said that a better understanding of the difference could be reached once the re-categorisation process had completed, which is due to be in 3-6 months.

5.6 The PCC then invited Mr Baker to raise questions.

5.7 Mr Baker outlined his concerns relating to the level of sickness in Suffolk Constabulary using National Data to show that Suffolk was worse than average in comparison to other police forces. He said that he was concerned that the Force seemed pre-occupied with wellbeing procedures rather than considering targeted outcomes to move Suffolk to a better position.

- 5.8 Mr Baker was particularly concerned about allowing officers to have second jobs as it leads to temptation for officers to claim sickness leave so that they can do their second job instead. He said it was unfair to taxpayers if officers who say they are not well enough to work for the police are well enough to work their second job. He stated that he thought any officer who is on limited duties should have their right to have a second job withdrawn.
- 5.9 The Chief Constable asked whether Mr Baker had any evidence to support his statement in relation to second jobs. Mr Baker said that he felt it was a risk the Constabulary faced which he felt was as good as evidence. The Chief Constable replied that he felt it was therefore a fear of Mr Baker's rather than an evidenced problem.
- 5.10 The Chief Constable then emphasised how sickness management is monitored and confirmed that officers and staff who have a poor health record and apply for permission to undertake a second job are refused. The Chief Constable said that the processes in place provide reassurance that second jobs are not allowed if it is felt it would cause any detriment.
- 5.11 Mr Baker then asked whether the number of sick people on recuperative and adjusted duties were being specifically targeted for reduction. The Chief Constable emphasised that people are not sick when they are on recuperative duties. They are productive members of staff who are valued by the Force. He added that in terms of targets, targets could be met but at the same time completely miss the point of how an organisation progresses. It is a more strategic approach, getting people back to work and being as productive as possible. He drew attention to the fact that in comparing long-term sickness nationally, Suffolk had a significantly better position than the average which tended to support the emphasis Suffolk places on ensuring recuperation into role.
- 5.12 The Chief Executive asked whether HMICFRS has ever raised any concerns about sickness levels and the Force's approach to sickness management. The Chief Constable said he could not recall HMICFRS ever raising any concerns and in fact has recently spoken highly of the approach Suffolk takes to the wellbeing of staff.
- 5.13 The Chief Executive also asked whether the Suffolk Police Federation or UNISON had ever raised any concerns. The Chief Constable said that while he cannot speak for either organisation, he has not heard of any concerns and they are in fact very supportive. The PCC added that he has regular meetings with the Federation and they have never raised any concerns to him.
- Action: PCC to receive an update to APP on the management of sickness in six months.**

6 ANY OTHER BUSINESS

- 6.1 Acknowledging that this meeting of the Accountability and Performance Panel was the Chief Constable's last before retirement, the PCC thanked the Chief Constable for all that he had

done. He thanked the Chief Constable for their robust discussions, always undertaken with the best of intentions and good humour. The Chief Constable agreed and said that he had enjoyed the challenge of being held to account.

PRIVATE AGENDA

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

7 CLOSED MINUTES OF THE MEETING HELD ON 14 DECEMBER 2018 (AP19/06)

7.1 The confidential minutes of the meeting held on 14 December 2018 were agreed as an accurate record and signed by the PCC.

8 PROTECTIVE SERVICES COMMAND UPDATE (AP19/07)

8.1 ACC Megicks presented this report.

9 PROTECTIVE SERVICES CONTEST UPDATE (AP19/08)

9.1 ACC Megicks presented this report.

10 CHIEF OFFICERS' RISK REPORT (PAPER 19.09)

10.1 The Chief Constable presented this report.

The meeting closed at 12:11.

Summary of Actions

Item	Action	Owner
1.4	PCC to be updated re Virtual Courts	ACC Megicks
1.5	Update on Victim Satisfaction and Confidence to come to July meeting.	DCC Kearton
2.4	Next financial report to include details of the initiatives the Constabulary is undertaking to maximise additional income.	Chief Finance Officer
2.5	Next financial report to include an overview of the OBB process.	Chief Finance Officer
3.2	Report on public confidence to come to July Meeting.	DCC Kearton
3.6	PCC to be updated on the three PCSO posts currently under review.	DCC Kearton
3.12	Details of DA Victim Survey implementation plan to be shared with PCC.	DCC Kearton
3.19	Confirm how many of the SSO cases under investigation are historic and how many are current.	Chief Constable
4.2	Consider cost to the Constabulary of looking for missing children.	T/ACC Cutler
4.3	PCC to be briefed on the main causes of why children go missing.	T/ACC Cutler
4.5	PCC to be updated with regard to the PCSO position in PRUs.	DCC Kearton
5.13	PCC to receive an update to APP on the management of sickness in six months (September meeting).	Chief Constable