



PAPER AP24/01

ACCOUNTABILITY AND PERFORMANCE PANEL

A meeting of the Accountability and Performance Panel was held at Police Headquarters Martlesham, and via Microsoft Teams at 09:30 on Friday 17 November 2023.

PRESENT:

Office of the Police and Crime Commissioner

Colette Batson (Chief Finance Officer), Kate Boswell (Executive Assistant to the PCC and Chief Executive), Sandra Graffham (Head of Communications and Engagement), Elisabeth Hollingworth (Head of Governance and Commissioning), Christopher Jackson (Chief Executive), Tim Passmore (Police and Crime Commissioner), James Sheridan via Teams (Policy and Commissioning Officer) Vanessa Scott (Head of Policy and Performance).

Suffolk Constabulary

Katie Elliott via Teams (Temporary Detective Chief Superintendent), Marina Ericson (Temporary Assistant Chief Constable), Rob Jones (Deputy Chief Constable), Rachel Kearton (Chief Constable), Kenneth Kilpatrick (Assistant Chief Officer).

In attendance for the Public Agenda

Simon Furlong (Member of the Police and Crime Panel), Joao Santos (Local Democracy Reporter).

In attendance for the Public Agenda via Teams

Carol Bull (Member of the Police and Crime Panel), Mike Chester (Member of the Police and Crime Panel), David Ellesmere (Member of the Police and Crime Panel), Adriana Stapleton (Senior Democratic Services Officer, Suffolk County Council).

Apologies:

Eamonn Bridger (Temporary Assistant Chief Constable), Julie Dean (Temporary Assistant Chief Constable).

PUBLIC AGENDA

1 Public Question Time

- 1.1 The Police and Crime Commissioner (PCC) welcomed everyone to the meeting and advised no questions had been received in advance of this meeting.

2 Open minutes of the meeting held on 15 September 2023 (Paper AP23/48)

- 2.1 The minutes of the meeting held on 15 September 2023 were agreed as an accurate record and approved by the PCC.
- 2.2 All actions were noted as complete or in hand and were being followed up outside of the meeting. The PCC expressed reassurance that as noted in the minutes from September's Accountability and Performance Panel meeting the Medical Contract issues within the Police Investigation Centre are being looked into further. Additionally the Rapid Video Response and the Digital Desk within the Contact & Control Room (CCR) are due to be launched by the end of the financial year, and staffing levels are now at 140 controllers in the CCR and significant improvements were expected.

3 Financial Monitoring (Paper AP23/49)

- 3.1 Assistant Chief Officer (ACO) Kenneth Kilpatrick presented this report.
- 3.2 The ACO advised that the report showed the position as at the end of September 2023. The report includes the half year results and the full year forecast. The forecast underspend is just over of £1.5M for the financial year, with a surplus from government grants of just over £855K. The capital position is a forecast underspend of just over £240K. In respect of revenue the £1.5M total in table 3.1 is largely due to the interest earned on balances.
- 3.3 The PCC asked for comment in relation to the impact of inflation rates on the budget over the past 18 months. The ACO responded that the increases in respect of pay at 7% were higher than forecast but there has been government funding to cover the budget gap for both the police officer and staff pay awards for 2024/25. However areas not covered are the non-pay inflationary costs that have triggered uplifts in charges in line with the retail price index (RPI). These costs are now being incorporated into next years' financial years plans. A reduction in energy costs is beginning to emerge.
- 3.4 The PCC asked for clarification around maintaining numbers to ensure Home Office funding is received. The ACO responded that there are trigger points within the budget to ensure the Force does not fall below the headcount figure of 1403, with a target figure of 1425. There has been an increase in the number of leavers, and a detective intake is being run to try and address this.
- 3.5 The PCC asked for comment on certain views that the Constabulary is "flush with cash", based on having £40M in reserves. The ACO responded that the reserves are the PCCs. However the cost of running the Constabulary equates to around £500K a day. At certain points of the month, such as when salaries are paid, the figure dips lower. By contrast when lumps sums are received from government, such as regarding pension grants the total will appear higher.

4 Supporting Children and Young People (Paper AP23/49)

- 4.1 Temporary Assistant Chief Constable (T/ACC) Marina Ericson presented this report.

- 4.2 The period of this report encompasses January to June of this year, which was a particularly active period working towards improvement along with the National Child Protection Inspection taking place. Highlights within the report include changes in how the Force responds to missing children, having re-examined the way in which the Constabulary's policies are operated. There is now alignment with the national model. There has also been a focus on training to improve the skills of officers in child protection and to help ensure that particularly complex cases are passed through to the right partnerships at the right time. Finally, additional resource has been placed into the Internet Child Abuse Investigation Team (ICAIT) in recognition of this high-risk area.
- 4.3 The PCC asked if any emerging themes are being seen in relation to online crimes, and regarding the areas the exploitation online safety subgroup would be working upon in the short and medium term. T/ACC Ericson responded that the online safety group are responsible for awareness raising and direct their effort towards prevention, providing guidance for parents and children who are victims of online child abuse. There are strong educational themes to the work being undertaken plus the group supports children in educational settings.
- 4.4 The PCC asked why referrals are not meeting the threshold for Children and Young People Services (CYPS) intervention. T/ACC Ericson advised that whilst the records may not meet the CYPS threshold it does not mean that interventions cannot be put in place to attempt to prevent these incidents escalating and becoming more serious. The Constabulary works closely with partners in this area, including the county council, to provide educational packages for schools and ensuring that they are delivered.
- 4.5 The PCC asked how the new policing model will help with this area of work. T/ACC Ericson advised that the new County Prevention and Partnership hub which is being set up as part of the new model, will be supported by subject-matter experts who will work alongside partnerships. The aim will be to promote prevention and problem-solving approaches in this area.
- 4.6 The PCC asked for clarification on the meaning of "information given" on the graph on page 6 of the report. T/ACC Ericson advised that information is provided to both parents and children, and allows the force to understand events, direct relevant information and advice and help support parents and children.
- 4.7 The PCC commented that he was pleased to see the number of missing children continuing to reduce. He inquired as to themes from the return-to-home interviews and whether there were any. T/ACC Ericson answered that at present there has been a backlog on these interviews, and the Constabulary is challenging partners to address this.
ACTION – T/ACC Ericson to provide a full breakdown of outstanding return to home interviews to the PCC.
- 4.8 The PCC expressed concern about the reduced establishment for the Child Exploitation and Gangs team, and asked why this has happened. T/ACC Ericson advised that some members of the team have been working on Operation Hull, which is helping to reduce youth violence and criminality. The PCC suggested that in future reports a statement of explanation should be included where officers have been abstracted.
ACTION – T/ACC Ericson – In future reports where officers / team member have been abstracted a statement of explanation should be included.

- 4.9 The PCC asked where it is stated that police officers will make use of diversionary programmes and explain that nature of the alternative. Further is there data to support the success of these schemes. T/ACC Ericson said she would advise the PCC about these programmes and the appropriate metrics.
ACTION – T/ACC Ericson to advise the PCC of the nature of the Diversionary Programmes, and the metrics in place to measure their performance.
- 4.10 The PCC inquired whether those detained with a mental health issue, were now receiving a more pragmatic and appropriate response as a result of Right Care Right Person (RCRP). T/ACC Ericson advised that the lack of mental health beds remains a national problem as well as being a local issue. There is a robust escalation process in place, and some improvements are being seen. However this will not be resolved quickly. In terms of RCRP, the lead Superintendent is fully engaged with all partners, whilst there is local support there are issues to be addressed. Temporary Chief Superintendent and Head of Joint Justice Service Katie Elliott added that from a custody perspective the Constabulary has been looking at how other forces are addressing the issue of mental health detainees and how they are working with their mental health partners.
- 4.11 The Chief Executive asked if the leaders of the cadet scheme have to be police or fire officers, and if any issues been raised via the vetting process. T/ACC Ericson replied that service as a police or fire officer was not a requirement. DCC Jones advised that cadet leaders are being subjected to a higher level of vetting. No issues have been flagged to date in Suffolk with the leaders via the vetting process.
- 4.12 The Chief Executive asked about concerns over the future resilience of the cadet scheme in Suffolk. DCC Jones advised that there is a threat to cadets due to a reduction in volunteer leaders. However he was hopeful that changes within the operating model will help people remain as cadet leaders.
- 4.13 The Head of Policy and Performance asked if anything has emerged as a resourcing risk in relation to statutory guidance and the changes being suggested by government. T/ACC Ericson responded that the current arrangements in place are good, and that she was not aware of any potential issues around these changes.
- 4.14 The Head of Policy and Performance asked regarding the Children’s Case Review Board and oversight of their action plans, whether the Constabulary are named within the plans, and further what trends are being seen within the reviews. T/ACC Ericson responded that to date no trends have been identified. Suffolk Constabulary is very involved in this area of partnership working, but there have only been a small number of cases so far. Many of the actions detailed within the plans are directed to other partners.
ACTION – For the next Supporting Children and Young People Report at APP to include reassurance for the PCC that there are no outstanding actions for the Constabulary in relation to the Children’s Case Review Board or provide an update on current actions.

5 Neighbourhood Crime and Antisocial Behaviour (Paper AP23/50)

- 5.1 T/ACC Ericson presented this report.
- 5.2 The area of Preventing Crime and Anti-Social Behaviour (ASB) has recently undergone Inspection by the HMICFRS and received a rating of “good”. There has been a large amount

of effort put into improving ASB and the approach taken by the Constabulary, which includes the way in which we operate within the CCR, with colleagues and with partners.

- 5.3 Overall, the performance within the area of neighbourhood crime remains positive for Suffolk, with low volumes for this crime type and with positive solved rates when compared against the previous 12-month period.
- 5.4 The PCC commented that it is pleasing to have received these comments from HMICFRS and who noted that dealing with ASB is not solely the responsibility of the Constabulary.
- 5.5 The PCC asked what can be expected in terms of improvement by the introduction of the national platform Single Online Home. T/ACC Ericson responded that Single Online Home has now been launched in Suffolk. It is an excellent way of reporting crime and other matters into the Constabulary. With the launch of the new operating model, policing teams will be working with the platform to highlight the officers that are responsible for a particular area. and understand the demographics of the crime and information relating to these areas.
- 5.6 The PCC asked as to the duties of the two ASB officer within the new policing model and how will their effectiveness be measured. T/ACC responded that these officers would provide a good understanding of evidence-based policing. They will bring a problem-solving mindset, together with a proactive approach to supporting the community policing officers. They will form part of the framework for neighbourhood policing, and will bring an understanding what works in regional areas.
- 5.7 The PCC inquired as to the use of the ASB Civil Orders, and whether there were any financial implications from their use. T/ACC Ericson responded that she would like to increase the use of these orders as a priority. They play a vital role as part of a suite of different options to deal with people who are causing a nuisance. They are important and credible, and provide the partnership a response to target specific areas. T/ACC Ericson was not aware of any financial implications from their use.
- 5.8 The PCC asked for an overview of the Kestrel Team's role within Neighbourhood Policing. T/ACC replied that 3 Kestrel Teams have launched across the county, in each of the policing areas. They have a remit to look at engagement with communities, and can be utilised in a way that fits those local areas. The priorities will be different across the areas, but they undertake proactive work with particular areas of focus, for example utilising the dashboard around hotspot locations to identify and engage with people within those areas, to gain a sense of community fear, and reacting to events occurring within these locations.
- 5.9 The PCC inquired as to retail theft. T/ACC Ericson responded that from the Forces perspective there were no serious organised crime gangs working and operating in and around Suffolk in relation to retail crime. Whilst rises in retail crime are being seen the position is not as significant as the national picture. Suffolk Constabulary is continuing to work with retailers around crime prevention and encourages the use of reporting via Single Online Home. A rise in urgent response to retailers where they have detained a suspect is being experienced. Technology is being used to allow retailers to supply CCTV directly to the Constabulary to support solving these crimes.
- 5.10 The PCC asked what action the Constabulary is taking to deal with abuse of retail staff. T/ACC Ericson responded that the Constabulary have seen a rise in 999 calls relating to this.

It continues to be a priority to keep people safe whether they are shop staff, security or members of the public.

ACTION – PCC to follow up with T/ACC Ericsson outside of APP in relation to a meeting he has attended regarding shoplifting.

- 5.11 The Chief Executive asked how the effectiveness of the civil orders is measured. T/ACC Ericson replied that this is measured through the V-VOL (Vulnerable Victim Location Data) dashboard, plotting repeat victims, repeat locations, and repeat offenders, and which then allows the Constabulary to see if an offender has continued with their behaviour, as well as highlighting hot-spot areas.
- 5.12 The Chief Executive asked about the marginal increase relating to the figures for shop lifting. How was the predicted figures line calculated, and does 6% less than predicted compare favourably with national figures. T/ACC Ericson answered that there is a tool used by the Constabulary to forecast the predicted levels of crimes. In terms of the rest of the question, she said she will find out and confirm back to the OPCC in due course.
ACTION – T/ACC Ericson to advise to the OPCC in relation to the shoplifting data.
- 5.13 The Chief Executive asked if there are any shop-lifting hot spots within the county. T/ACC Ericson responded that the Constabulary has a full data pack for county, and yes there are hot spots. These tend to occur in the more highly populated residential areas, and within the more deprived areas.
- 5.14 The Chief Executive asked about the comments that have been seen in the media that shop owners should be making citizens arrests to deal with shop lifters. T/ACC Ericson replied that people's safety has to be the priority, and with CCTV and other evidential opportunities the Force would not suggest people put themselves at risk to detain a shop lifter.
- 5.15 The Head of Policy and Performance said that the report is showing an issue of robbery within Ipswich Central was that the case? T/ACC Ericson responded that whilst the report is showing a higher than expected figure for the year, the Force does not feel there is anything to be unduly concerned about.

6 Tackling Serious Violence (Paper AP23/51)

- 6.1 T/ACC Ericson presented this report.
- 6.2 T/ACC Ericson stated that there are many sub-crime categories contained within the report which were worth noting. This report highlights the positive work with partners, particularly in the approach to the serious violence duty. Successful funding bids have been received that support the approach and direction being taken to tackle serious violence. The report highlighted a reduction in repeat victims. However caution was urged over these figures. Data will continue to be monitored.
- 6.3 The PCC asked whether there were any emerging trends being seen about the type and cause of violence. T/ACC Ericson responded that the data is examined and trends identified, allowing for a preventative and targeted approach. Work is ongoing in the night-time economy with licence holders, and with Domestic Abuse (DA) victims through the use of video response. These are areas that the Force is aware of rather than new emerging trends.

Criminal exploitation is still a serious concern to the Force, and it will continue to work with partners in this complex area.

- 6.4 The PCC asked when the results of the night-time economy survey will be received.
ACTION –T/ACC Ericsson to provide a copy of the results for the night-time economy survey to the PCC once completed.
- 6.5 The PCC asked what more could be done to address the issues relating to gang culture and whether there were other areas that need to be enhanced which would prevent this. T/ACC Ericson replied that the force is working with partners in a further two areas in what is being called the Clear-Hold-Build strategy. Firstly this identifies the location of the hot spot, examines the prevalent crime types, and how offenders can be pursued. Secondly the Hold phase is implemented, where the Force starts to empower the community, before moving onto the Build phase. This work is looking at what is required on a medium and longer-term basis, rather than just addressing the initial crimes that are committed.
- 6.6 The PCC asked for an update on organised crime groups, illegal immigration, forced labour and violence within Suffolk. T/ACC Ericson responded that there is a local footprint with local policing working with the Protective Services Command to understand how this plays out within local communities. It is regularly monitored and currently there are no concerns or issues in this area.
- 6.7 The PCC asked what the Strategic Needs Assessment that is being completed by SODA will achieve. T/ACC Ericson replied that the results will provide a local profile to better target areas within Suffolk, and which will be complete at the end of the year.
ACTION – T/ACC Ericson the share the results of the Strategic Needs Assessment with the OPCC once the survey has been completed.
- 6.8 The Chief Executive asked if the Constabulary has seen an improvement around County Lines, and if the criminal trials under Operation Orochi have been held locally. T/ACC Ericson responded that County Lines are a national issue, and Ipswich has suffered with movement to and from London. For the past three years the Constabulary has been working with the Metropolitan Police and partners to deliver Operation Orochi which has been a success. The trials have taken place locally, and support has been provided by the Metropolitan Police.

7 HMICFRS Suffolk Constabulary PEEL Inspection (AP23/53)

- 7.1 The Deputy Chief Constable (DCC) Rob Jones presented this report.
- 7.2 The Constabulary accept the identified areas of improvement and are focussing on improving the rating given to responding to the public grading. When the inspection was undertaken the Contact and Control Room (CCR) did not have sufficient staff to address demand. This has now been addressed and improvements are being seen. When HMICFRS revisit Suffolk Constabulary in January 2024 the Force is confident that they will see an improvement in the service being provided.
- 7.3 The PCC asked what is being done to address Leadership and Force Management, and the number of processes across IT that remain inefficient. DCC Jones replied that a positive conversation with HMICFRS took place to understand what these points meant. They will be addressed by the Chief Constable's Delivery Plan and the Transformation Programme.

- 7.4 The PCC asked if victim contracts are being completed where appropriate. DCC Jones responded that this was an area of focus and work was being undertaken to ensure compliant reporting within the Forces recording systems.
- 7.5 The Chief Executive requested that the force response, at point 4.6.3 be sent through to the PCC. DCC Jones confirmed an update can be provided via Weekly Conference, with the force response being sent by the end of the month.
ACTION – Suffolk Constabulary will supply the OPCC with the formal response to HMICFRS which will be published on the OPCC website.
- 7.6 The Chief Executive asked that following the January 2024 follow-up visit from HMICFRS, how long will the inspection gradings remain current. DCC Jones advised that the re-visit is predominately about the control room. Most of the areas of improvement as required by the inspection will be signed off by the Constabulary. For the more complex areas improvements will need to be shared with HMICFRS for their sign off. The OPCC will be advised when this happens.
ACTION – DCC Jones to update the OPCC on the HMIC follow-up visit and the Control Room findings.
- 7.7 The Chief Constable added that Serious and Organised Crime was graded good within the HMICFRS PEEL Inspection.

8 Any Other Business

- 8.1 There was no other business.

The open part of the meeting closed at 11:38 and when members of the public left the meeting.

PRIVATE AGENDA

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

- 9 Closed minutes of the meeting held on 15 September 2023** (Paper AP23/54)
- 9.1 The confidential minutes of the meeting held on 15 September 2023 were agreed as an accurate record and approved by the Police and Crime Commissioner.
- 10 Protective Services Command Update** (Paper AP23/55)
- 10.1 Temporary Chief Superintendent and Head of Joint Justice Service Katie Elliott presented this report.
- 11 Risk Register / Chief Officer Risk Report** (Paper AP23/56)

11.1 Suffolk Constabulary invited questions on this report.

The meeting closed at 1150.

Summary of Actions

Item / Paper	Action	Owner
4.7 Supporting Children and Young People	T/ACC Ericson to provide a full breakdown of outstanding return to home interviews to the PCC.	T/ACC Ericson
4.8 Supporting Children and Young People	T/ACC Ericson – In future reports where officers / team member have been abstracted a statement of explanation should be included.	T/ACC Ericson
4.9 Supporting Children and Young People	T/ACC Ericson to advise the PCC of the nature of the Diversionary Programmes, and the metrics in place to measure their performance.	T/ACC Ericson
4.14 Supporting Children and Young People	For the next Supporting Children and Young People Report at APP to include reassurance for the PCC that there are no outstanding actions for the Constabulary in relation to the Children’s Case Review Board or provide an update on current actions.	T/ACC Ericson
5.10 Neighbourhood Crime and Antisocial Behaviour	The PCC to follow up with T/ACC Ericsson outside of APP in relation to a meeting his has attended regarding shoplifting.	PCC
5.12 Neighbourhood Crime and Antisocial Behaviour	T/ACC Ericson to advise to the OPCC in relation to the shoplifting data.	T/ACC Ericson
6.4 Tackling Serious Violence	T/ACC Ericsson to provide a copy of the results for the night-time economy survey to the PCC once completed.	T/ACC Ericson
6.7 Tackling Serious Violence	T/ACC Ericson the share the results of the Strategic Needs Assessment with the OPCC once the survey has been completed.	T/ACC Ericson
7.5 HMICFRS Suffolk Constabulary PEEL Inspection	Suffolk Constabulary will supply the OPCC with the formal response to HMICFRS which will be published on the OPCC website.	Suffolk Constabulary
7.5 HMICFRS Suffolk Constabulary PEEL Inspection	DCC Jones to update the OPCC on the HMIC follow-up visit and the Control Room findings.	DCC Jones