



PAPER AP17/66

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 20 October 2017 at 9.30am.

PRESENT:

Office of the Police & Crime Commissioner

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

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

Suffolk Constabulary

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

In attendance

Darrell Dunnitt (Police Federation), Patricia O'Brien (Chair, Police and Crime Panel), Len Jacklin (Independent co-opted member, Police and Crime Panel), John Burns (Town and District Councillor Haverhill) for items 1-10.

Molly Kirk (Deputy Chief Executive, Lighthouse Women's Aid) for item 2.

Paul Nicholls (Business Manager, Suffolk Safeguarding Children Board) for item 3.

Greg Songer (Correspondence and Support Services Officer, OPCC) for items 3-5.

Apologies

Sue Hadley (Independent Chair, Suffolk Safeguarding Children Board), Vicky Linton (IDVA Manager, Lighthouse Women's Aid), Sally Winston (Chief Executive, Lighthouse Women's Aid) and Claire Swallow (Deputy Chief Executive, OPCC).

PUBLIC AGENDA

1. MINUTES OF THE PREVIOUS MEETING (AP17/53)
 - 1.1 The minutes of the meeting held on 1 September 2017 were agreed as an accurate record and signed by the PCC.
 - 1.2 The following updates were received on outstanding actions from the minutes.

- 1.3 The T/DCC said that he would provide the required information on the Domestic Abuse Delivery Board.

Action: The T/DCC to provide the required information on the Domestic Abuse Delivery Board (action 3.11, AP17/53) to the PCC by 27 October.

- 1.4 The PCC said that he had regular updates with the Chief Finance Officer.
- 1.5 It was confirmed that the performance report (Paper AP17/58) included the improved information on the outcomes of sexual offences.
- 1.6 The PCC said that he had received an update from ACC Megicks on IP telephony including revised deadlines and outstanding issues. This would be further discussed in later agenda items (Items 5 and 8).
- 1.7 ACC Kearton said that she had discussed the concept of a rural Information Advisory Group (IAG) with the PCC. They had agreed that as there were other methods to capture feedback from rural businesses and communities the concept would not be progressed.

2. POLICE AND CRIME COMMISSIONER VICTIM SERVICES GRANTS

Victim Support Provision of Victim Services in Suffolk

- 2.1 The report from Victim Support on the Victim Assessment and Referral Service (Paper AP17/54) had been rescheduled for the December Accountability and Performance Panel.

Independent Domestic Violence Advisor (IDVA) Service Suffolk

- 2.2 The report from Lighthouse Women's Aid was welcomed by the PCC. The service was the largest value grant awarded by the PCC. The PCC had extended the grant period to September 2018. A competitive process would be undertaken for the next grant period.
- 2.3 Molly Kirk, the Deputy Chief Executive of Lighthouse Women's Aid, provided a brief overview of service delivery during 2017. There had been a high level of referrals averaging about 150 per month. The service had been able to manage IDVA caseloads through the introduction of a 'Duty IDVA' who made the initial contact with a client. If the individual wished to engage with the service the Duty IDVA would allocate the case. This reduced the time individual IDVAs spent trying to make initial contact and seemed to be working well.
- 2.4 The IDVA teams were co-located with Suffolk Constabulary and the service continued to communicate and liaise with relevant agencies.
- 2.5 Lighthouse Women's Aid had invested in a new database which would be in place during 2018 and should provide better monitoring data.
- 2.6 Lighthouse Women's Aid had previously raised concerns with the PCC about the poor attendance at Multi Agency Risk Assessment Conferences (MARACs). This issue was now being considered by partners. The Constabulary was also undertaking a review of secondary risk assessments so that the number of inappropriate referrals to the IDVA service could be reduced and victims supported by an appropriate alternative service.
- 2.7 ACC Kearton said that she had discussed the effectiveness of MARAC with Detective Superintendent Eamonn Bridger and had been reassured that work was being undertaken to address the issues. The PCC requested an update on the MARAC review.

Action: ACC Kearton to provide an update on MARAC by the end of December 2017.

- 2.8 The PCC said that he was aware that other counties had jointly funded IDVA services and he was keen to consider alternative models in Suffolk where the IDVA service was currently solely funded by the PCC.
- 2.9 Molly Kirk said that, despite the IDVA service being one of the longer term grant commitments the PCC had made, there was a perception of instability by staff who were keen to seek 'permanent' employment rather than work on a service that was in place for a fixed term.
3. SUFFOLK LOCAL SAFEGUARDING CHILDREN BOARD – ANNUAL REPORT 2016-2017 (Paper AP17/56)
- 3.1 Paul Nicholls, the Business Manager for the Suffolk Safeguarding Children Board, provided an overview of the annual report.
- 3.2 Overall there was an improving picture of safeguarding in Suffolk evidenced by the data and information from partners included in the report.
- 3.3 The Board provided scrutiny and monitored performance on safeguarding in Suffolk. The priorities for the forthcoming year were set out in the report.
- 3.4 The PCC said that he had invested in preventative work to address gangs and youth violence but he was concerned that not enough proactive partnership work was being undertaken. He requested that the Board consider how they could encourage this.
- 3.5 Paul Nicholls said that the Board had contributed to the University of Suffolk research report on gang violence. The last Board meeting had received a presentation on the subject with input from Suffolk Constabulary and Suffolk County Council Youth Offending Team. Overall the Board was confident that partnership action was now being taken by a variety of agencies. D/Superintendent Bridger chaired the Safeguarding Children Board's Child Exploitation sub-group which had developed a Child Exploitation Action Plan to address the issue of gangs.
- 3.6 The PCC asked how the Safeguarding Children Board worked with the Safer Stronger Communities Group (SSCG). Paul Nicholls said that he attended the group and the Chair of the Safeguarding Children Board and the SSCG met to discuss strategic focus every quarter. In his opinion the group was effective and progress had been made in developing strategic links between organisations. Paul Nicholls said that there was a good relationship with Suffolk Constabulary.
- 3.7 The PCC asked whether the Board had made recommendations relating to the risk of exploitation through gangs. Paul Nicholls said that a revised risk assessment tool had been introduced and was used by the Multi-Agency Safeguarding Hub (MASH). The 'Make a Change' team specifically addressed exploitation of young women and girls. The Board had audited sixty cases last year and had not identified any systemic problems however this would be kept under review.
- 3.8 The PCC asked how the financial contributions from partners to the Board were calculated. Paul Nicholls said that he believed the contributions had been set some years ago and had not changed. Contributions were made from statutory partners. The budget was linked to the priorities set out in the report, which all major partners contributed to. The number and therefore budget for Serious Case Reviews was subject to change during the year.
- 3.9 The Chief Executive requested more information on how the contributions had been set and suggested that a review of this was due. Paul Nicholls said he would see if this information could be provided. The Chief Constable said that he thought that information on contributions had been provided previously. The PCC said he was keen to have this information before the contribution for 2018/19 was made.
- 3.10 Paul Nicholls said that contributions to the budget had not increased however expenditure had increased due to a number of Serious Case Reviews. Costs had been reduced by moving literature and information online rather than printing and

reducing the office hours of the Chair. During the past year the Chair had undertaken more work to cover the business manager vacancy, which was now filled.

- 3.11 The Chief Constable said that he had been invited, with the PCC, to attend a workshop on the review of the Board following new legislation. The Chief Constable suggested that this could also consider outcomes from the Board and any outstanding issue the PCC had regarding value for money.
4. REVENUE AND CAPITAL MONITORING AS AT 30 SEPTEMBER 2017 (Paper AP17/57)
- 4.1 The Chief Finance Officer summarised the Constabulary revenue budget position. The forecast at the end of July 2017 had been for a £700k overspend at the end of the financial year. At the end of August this had been revised to a £900k overspend incorporating the pay announcement for police officers of a 1% ongoing payment and non-consolidated 1% payment. The police staff pay award notification was still awaited.
- 4.2 Section 7.3 of the report set out the actions being taken to mitigate the forecast overspend including management of overtime on major investigations. The impact of these actions was expected to result in a change in the forecast from the end of September 2017.
- 4.3 The CFO said that the contingent liability areas that had been highlighted to the PCC could result in additional expenditure in due course but the CFO said that he was not in a position to say what the liability may amount to.
- 4.4 The appeal to the Ipswich Town Football Club contractual dispute had been granted on 10 October 2017. The next steps were currently being considered including the merits of applying to the Supreme Court. There were significant cost implications aligned to this case.
- 4.5 The contingent liability for Covert Handling Intelligence Source (CHIS) handlers would be a joint provision with Norfolk. The position with the group claim on regulation A19 (Police Pensions Regulations 1987) was currently being clarified.
- 4.6 The CFO said that any liability arising would be accommodated through the current budget but, failing that, the budget reserve would need to be used. The PCC said that the reserves could be used as planned and if the contingent liabilities materialised but that they would need to be replenished in future years.
- 4.7 The PCC said that he was concerned about the funding implications of the recently announced pay award, should there not be an increased settlement from central government. The PCC said that whilst the pay settlement was fully deserved it did equate to a significant cost pressure.
- 4.8 The PCC said that he would be meeting Suffolk MPs to discuss the funding challenges.
- 4.9 The Chief Constable said that he was supportive of the view that neighbourhoods were central to the policing model in Suffolk. He said that the Constabulary was increasingly picking up other public sector responsibilities and this needed to be addressed.
- 4.10 The PCC said that the 'Safecam' surplus would be spent on road safety schemes in conjunction with the Constabulary and Suffolk County Council.
- 4.11 The Chief Executive asked whether there was any immediate threat to liquidity. The CFO confirmed that the reserves were in a position where wage commitments could be met.
- 4.12 The CFO said that Outcome Based Budgeting plans, including capital expenditure, would be presented to the PCC. Provisions for replacing short life capital assets were required. The CFO said that there was a Public Works Board loan of £10m, used to

establish Landmark House, of which £8.2m was outstanding. The PCC said he was not averse to future borrowing but plans for repayment would need to be agreed.

5. PERFORMANCE PRIORITIES MONITORING REPORT – 1 OCTOBER 2016 TO 30 SEPTEMBER 2017 (Paper AP17/58)

- 5.1 The T/DCC said that the workforce was 2.7% below establishment (the number of funded posts for the year). A number of PCSO posts had not been filled to provide flexibility in the new policing model. The T/DCC did not believe this was affecting performance and reassured the PCC that neighbourhood policing remained at the heart of the policing model in Suffolk.
- 5.2 The Chief Constable said that he was not expecting workforce numbers to change significantly but this would be dependent on the Outcome Based Budgeting exercise and the financial settlement from central government. He said that if more funding was not forthcoming, bearing in mind the cost pressures that had been discussed in the previous agenda item, there could be difficult decisions to make.
- 5.3 Sickness absence had reduced, despite increased demand over the summer, which the T/DCC said was a tribute to staff and the impact of the changes made in managing sickness.
- 5.4 The PCC asked for clarification on Eastern Regional Specialist Operations Unit (ERSOU) resource. The T/DCC said that Suffolk police officers who were working for ERSOU were not including the workforce numbers in the performance report. The Chief Constable said that ERSOU, the National Crime Agency and National Counter Terrorism provided the county with a significant resource additional to the Constabulary workforce.
- 5.5 There had been a 37% increase in the number of domestic abuse crimes in the last 12 months, although the recent decrease could indicate a stabilisation in crime levels. The T/DCC said that it was positive that 59% of victims supported police investigations.
- 5.6 The PCC said that any media campaigns on domestic abuse should be co-ordinated with the OPCC.
- 5.7 The Chief Executive asked whether the reasons for the fall in the proportion of victims supporting investigations were known, as presumably this made investigation more difficult. The T/DCC said that investigations were more difficult when they didn't have the support of the victim. Many of the crimes were complex particularly if sexual violence had also been perpetrated or if there was a historic nature to the offence.
- 5.8 There had been a 34% rise in the number of Serious Sexual Offences reported in the last twelve months in comparison to the 3 year average. The T/DCC said that the proportion of successful investigations (solve rate) had decreased but the actual number of crimes solved had increased. The PCC requested clarification as the summary indicated that fewer crimes had been solved in the last 12 months (142) than the 3 year average (146) which did not correlate with the analysis in the main report.

Action: Constabulary to provide clarification on the number of Serious Sexual Offence crimes solved.

- 5.9 The Chief Constable said that the significant increase in reporting sexual offences was likely to lead to variations in performance measures as investigations proceeded.
- 5.10 The Chief Constable said a pilot had been undertaken which showed that where the Crown Prosecution Service (CPS) had worked closely with the sexual offences team the time to process cases was much shortened. Reducing the length of investigations and was a good outcome for victims of these crimes, however the Director of Public Prosecutions had said the CPS would not proceed with embedding lawyers into Constabularies.

- 5.11 The Chief Constable said he would send the PCC the Rape and Serious Sexual Offences (RASSO) report from the evidence based policing study. The PCC said that the issue should be raised with the Local Criminal Justice Board as well as the CPS and minister individually.
- 5.12 The T/DCC said that, as the Child Sexual Abuse data in the report was collated using new Home Office rules, there was no 3 year average data for comparison. As outlined in item 3 on the agenda, the Constabulary was leading the Safeguarding Children's Board work on the Child Exploitation multi agency strategy.
- 5.13 The Chief Executive said that the continual change of data collection rules by the Home Office made governance more difficult. The Chief Constable said that the Constabulary had invested to ensure that they were compliant however he said it was likely, based on the experience of other forces, that Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS) would still find areas where they considered the interpretation of the rules was incorrect.
- 5.14 The PCC said he would like an update on gangs and violence in response to the recently published research. The Chief Constable suggested that an alternative approach should be undertaken so that there was accountability from all the organisations involved. The PCC agreed as, whilst he could hold the Chief Constable to account for actions which were the responsibility of the Constabulary, he could not hold the Chief Constable to account for the failings of other organisations. The PCC and Chief Constable agreed to discuss a whole systems approach at their regular weekly meeting.
- 5.15 The Constabulary was dealing with an increase in emergency calls and more incidents required an emergency response. The target times for attendance had decreased marginally.
- 5.16 There had been a slight decrease in non-emergency 101 calls. The waiting time for these calls to be answered was on average 3.5 minutes. The average duration of a call was six minutes. The Constabulary was still receiving calls that did not require a policing response and they were working on reducing these and the average length of calls in order to increase performance.
- 5.17 The PCC said that he considered Contact and Control Room (CCR) performance weekly. He had been pleased to discuss the current concerns with IP telephony and delays to implementation with one of the contractors. The PCC said he was keen that the Constabulary should conduct a review of the project once the system was in place.
- 5.18 The Chief Constable assured the PCC that all large projects were reviewed. In the case of IP telephony contract management was being undertaken to hold the contractors to account.
- 5.19 The Chief Constable said that he was not prepared to let the new system 'go live' without extensive testing, as this could be a risk to public safety. He considered the average call waiting time to the non-emergency number of 3.5 minutes to be acceptable. The Constabulary was meeting the measures for emergency '999' calls and emergency response.
- 5.20 ACC Megicks said that emergency calls took priority and there had been instances during 2017 where the Suffolk CCR had supported other Constabularies in answering their emergency calls (where callers had been waiting a significant amount of time), for example taking London area calls at the time of the Grenfell Tower fire.
- 5.21 The Chief Executive said it was likely that this support would impact on the Suffolk performance data, for non-emergency calls for example. The PCC said he understood the need for to support emergency calls across the country but in his opinion it was unfair that Suffolk Constabulary was supporting more heavily resourced metropolitan areas. The Chief Constable said that the CCR would only provide support if they were able to do so without emergency calls in Suffolk being adversely affected.

5.22 Councillor John Burns suggested that a public message was needed to reassure the public of progress, particularly on the non-emergency 101 number. Len Jacklin agreed a public message was important to give a balanced view of the positive work that was being undertaken. The PCC and Chief Constable agreed to consider whether a joint statement would be useful.

6. SUFFOLK COLLABORATION REPORT (Paper AP17/59)

- 6.1 The Emergency Services Network was required for effective communication between the 'blue light' services. This was a national, Home Office, project which was currently overrunning the agreed timetable for implementation. It was likely that the local contract would need to be extended.
- 6.2 The Constabulary would see benefits, in the long term, from Digital First, which aimed to improve efficiency in the Criminal Justice System.
- 6.3 The PCC had been provided with the latest update on procurement.
- 6.4 A cost saving had been made with the appointment of the Chief Firearms Instructor and with Records Storage.
- 6.5 A report to the PCC would be provided in early 2018 on local changes to back office collaboration which would provide scalable savings.
- 6.6 The Chief Executive said that he had numerous observations on the paper which he would pass to Chief Officers.
- 6.7 The Chief Executive said that it seemed like the scope of collaborative procurement had been extended and there were delays in delivering the work. Having recently discussed this with regional colleagues, the Chief Executive said that he was disappointed to read that a single procurement department was now only expected in the long term. The business case was still awaited.
- 6.8 The Chief Constable clarified that the case for Records Storage would be presented to the regional 7 forces lead in November.
- 6.9 The PCC agreed that regional issues that had been highlighted in the report should be discussed further with him by the Chief Constable.

7. VICTIMS' CODE OF PRACTICE (VCOP) COMPLIANCE (Paper AP17/60)

- 7.1 ACC Kearton said that the report indicated overall that the Constabulary was complying with the requirements in the Code of Practice for Victims of Crime.
- 7.2 The current difficulties in evidencing compliance through Athena and the recording process were being addressed. Mandatory fields were being introduced so that officers could evidence the actions taken in delivering the code requirements.
- 7.3 Officers had been trained on the code requirements and there had been follow up training with supervisors to ensure compliance.
- 7.4 The PCC said that compliance was a statutory requirement and requested that ACC Kearton keep his office up to date with progress on the actions being taken, as outlined in the report.
- 7.5 ACC Kearton said that the Norfolk and Suffolk joint working group, led by Superintendent Tonya Antonis, had developed an action plan with associated timescales for delivery.

Action: ACC Kearton to send the Victim Code action plan to the OPCC.

8. CONTACT AND CONTROL ROOM AND PUBLIC ACCESS

- 8.1 ACC Kearton said that the PCC had been provided with an update on IP telephony. The PCC said that he had the information he required on the CCR.
- 8.2 The PCC requested a comprehensive update on the new Constabulary website to include data on usage, whether it had achieved 'channel shift' to relieve pressure on the non-emergency 101 number and whether any further improvements were necessary.

Action: T/DCC to provide further information on website usage and evaluation of the impact the new website had.

- 8.3 The Chief Finance Officer asked whether the decision to fund the Sexual Assault Referral Centre (SARC) website had been taken. The T/DCC said that the development of the SARC website had not been part of the initial website redevelopment. However funding had been discussed with the PCC at a meeting with the Chief Constable and this had been communicated to the CFO. The PCC said that the SARC website was required and agreed to discuss how this would be funded with the T/DCC and CFO.

Action: T/DCC and CFO to discuss SARC website funding with the PCC.

9. JOINT CUSTODY SERVICES: SERVICE DELIVERY AND PERFORMANCE UPDATE (Paper AP17/62)

- 9.1 ACC Megicks said that the Custody facilities in Suffolk were of a high standard and enabled the Constabulary to deal with vulnerable people in a safe manner. The priority for Custody Services was to deal with detainees in a safe and lawful manner.
- 9.2 The Custody estate, 6 Police Investigation Centres (PICs) across Norfolk and Suffolk, was used flexibly to ensure maximum efficiency and effectiveness.
- 9.3 A system of dip sampling and scrutiny was in place for custody records and HMICFRS recommendations were incorporated into improvements.
- 9.4 The Liaison and Diversion scheme was used to support people who were frequent detained so that the correct level of support from other agencies was provided in order to reduce the frequency of re-offending.
- 9.5 It was confirmed that the Appropriate Adult scheme in Suffolk provided a good level of service.
- 9.6 A review of Custody had been undertaken and the final report would be available in 2018. The Chief Constable said that the interim findings of the review would be incorporated into the Outcome Based Budgeting process, the result of which would be shared with the PCC.
- 9.7 The contract for Regional Medical Support within PICs had been extended with a view to procuring a new regional (Norfolk, Suffolk, Bedfordshire, Hertfordshire and Cambridgeshire) contract in 2019. The reduced number of Constabularies collaborating in this contract could have a adverse financial impact.
- 9.8 ACC Megicks said that legislative changes to bail (Policing and Crime Act 2017) meant that detainees, in the main, were now 'released under investigation' rather than on bail whilst an investigation was pursued. The consequences of this were becoming apparent.
- 9.9 The Chief Constable said that there was concern that monitoring of those 'under investigation' was not as stringent as previously when people had been released 'on bail'. Follow up was undertaken by post, which was seen to be less reliable than the individual reporting back on a certain date. It was thought that these changes could have an impact on the efficiency of the court process.

9.10 ACC Megicks said that he would provide the Custody statistics that were not included in the report to the PCC. These would be published as an addendum to the paper.

Action: ACC Megicks to provide Custody statistics.

10. ANY OTHER BUSINESS

10.1 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.]

11. CONFIRMATION OF MINUTES (Paper AP17/63)

11.1 The confidential minutes of the meeting held on 1 September 2017 were agreed as an accurate record and signed by the PCC.

12. PROTECTIVE SERVICES COMMAND UPDATE (Paper AP17/64)

12.1 T/Deputy Chief Constable Jupp presented the report, the content of which was noted.

12.2 The Chief Constable provided the PCC with information on Firearms Licensing and the Major Investigation Team (MIT).

13. CHIEF OFFICE RISK REPORT AND CONSTABULARY RISK REGISTER (Paper AP17/65)

13.1 The Chief Constable presented the report, the content of which was noted.

The meeting closed at 12.10pm

SUMMARY OF ACTIONS

Item	Action	Owner
1.3	T/DCC to provide the required information on the Domestic Abuse Delivery Board (action 3.11, AP17/53) to the PCC by 27 October.	T/DCC Jupp
2.7	ACC Kearton to provide an update on MARAC by the end of December 2017.	ACC Kearton
5.8	Constabulary to provide clarification on the number of Serious Sexual Offence crimes solved.	T/DCC Jupp
7.5	ACC Kearton to send the Victim Code action plan to the OPCC.	ACC Kearton
8.2	T/DCC to provide further information on website usage and evaluation of the impact the new website had.	T/DCC Jupp
8.3	T/DCC and CFO to discuss SARC website funding with the PCC.	T/DCC Jupp/ Chris Bland
9.10	ACC Megicks to provide Custody statistics.	ACC Megicks