



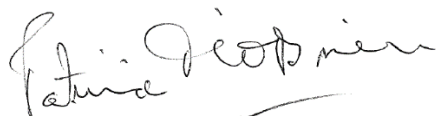
# Suffolk Police and Crime Panel Annual Report 2019

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## **1. *Foreword from the Chairman***

- 1.1 I am pleased to present the seventh annual report of the [Suffolk Police and Crime Panel](#) (PCP), which covers its activities during the 2019 calendar year.
- 1.2 The Panel was established in 2012 in compliance with the Police Reform & Social Responsibility Act 2011 and the maintains a 'check and balance' on the performance of the Suffolk [Police and Crime Commissioner](#) (PCC) in regards to his strategic actions and decisions made.
- 1.3 The Panel plays a vital role in holding the PCC to account and supporting him in the effective exercise of his duties. I would like to thank all Panel Members for the dedication and commitment in carrying out the Panel's statutory functions which, in turn, help to deliver an effective and efficient policing service for local people.
- 1.4 The Panel continues to benefit from a constructive and positive working relationship with the PCC and I am grateful to the PCC and his Office for their engagement at Panel meetings, and for the providing information in a timely and transparent manner.
- 1.5 In January 2019, the Panel accepted the PCC's proposal to set the Band D Police Element of the Council Tax for 2019-20 at an increase of £24 (12.68%). The Panel agreed there was a strong case to provide the necessary funding to deliver a balanced budget in 2019-20 and to ensure Suffolk remained a safe place in which to live, work, travel and invest.
- 1.6 I would like to thank the Panel for their contributions and support during the last year.



**PATRICIA O'BRIEN**

*Chairman of the Suffolk Police and Crime Panel*

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## **2. Introduction and Background**

- 2.1 The PCC has responsibility for setting the direction, objectives and budget of the Suffolk Constabulary, and for holding the Chief Constable to account. The Police and Crime Panel's role is to scrutinise and support the performance of the PCC over a range of policy areas, including the delivery of the [Police and Crime Plan](#).
- 2.2 The key functions of the Panel are:
- To review the PCC's Police and Crime Plan;
  - To hold the PCC to account for the delivery of the Police and Crime Plan – the panel has powers to request any necessary information from the PCC on his decisions;
  - To review and report on the appointment of the Chief Constable and other senior appointments – the Panel has powers to veto the appointment of the Chief Constable;
  - To review the Commissioner's proposed police precept – the Panel has powers to veto the precept
  - To scrutinise the PCC's annual report;
  - To consider complaints against the PCC.
- 2.3 The Panel comprises eleven elected members of local authorities across Suffolk working alongside two independent co-opted members. Together the Panel members reflect the breadth of communities in Suffolk. Further information is available on the Panel's website at: [www.suffolk.gov.uk/police-and-crime-panel](http://www.suffolk.gov.uk/police-and-crime-panel).

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## **3. Other Public Scrutiny of the PCC**

- 3.1 PCCs are ultimately accountable to the electorate, with elections every 4 years. The last election was held in May 2016 and the next one due in May 2020.
- 3.2 During the year, the PCC has held a number of meetings in public, such as his ['Accountability and Performance Panel'](#) meetings with the Chief Constable every two months, and a series of [public meetings, on-tour events and public surgeries](#) in each district/borough 'Safer Neighbourhood Team' (SNT) area across the county; some of which were attended by members of the Panel.
- 3.3 The PCC undertakes a wide range of engagement activities to capture the views of the people of Suffolk on policing, crime and anti-social behaviour issues, and whether they feel the police provide value for money. This public engagement includes young people, public sector partners, victims of crime and businesses.

3.4 Other public scrutiny is also undertaken by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), internal and external auditors, and in the local and national news media.

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#### **4. Panel Membership**

4.1 The membership of the Panel changed during 2019, following changes of representatives in some of the councils due to the formation of East Suffolk and West Suffolk Councils.

4.2 Members of the Police and Crime Panel during the first part of 2019 were:

Cllr. Patricia O'Brien	Conservative	Suffolk County Council (Chairman)
Cllr. Graham Newman	Conservative	Suffolk County Council
Cllr. Mark Bee	Conservative	Waveney District Council
Cllr. Mike Chester	Conservative	St Edmundsbury Borough Council
Cllr. John Field	Liberal Democrat	Suffolk County Council
Cllr. Peter Gardiner	Labour	Ipswich Borough Council
Cllr. Brian Harvey	Conservative	Forest Heath District Council
Cllr. Colin Hedgley	Conservative	Suffolk Coastal District Council
Mr. Len Jacklin	Co-opted	Independent Co-opted Member
Cllr. Diana Kearsley	Conservative	Mid-Suffolk District Council (Vice Chairman)
Mr. Stuart Palmer	Co-opted	Independent Co-opted Member
Cllr. Keith Patience	Labour	Suffolk County Council
Cllr. David Rose	Independent	Babergh District Council

4.3 Members of the Police and Crime Panel during the latter part of 2019 were:

Cllr. Patricia O'Brien	Conservative	Suffolk County Council (Chairman)
Cllr. Peter Gardiner	Labour	Ipswich Borough Council (Vice Chairman)
Cllr. Peter Beer	Conservative	Babergh District Council
Cllr. Johns Burns	Independent	West Suffolk Council
Cllr. John Field	Liberal Democrat	Suffolk County Council
Cllr. Brian Harvey	Conservative	West Suffolk Council

Mr. Len Jacklin	Co-opted	Independent Co-opted Member
Cllr. Mark Jepson	Conservative	East Suffolk Council
Cllr. Debbie McCallum	Conservative	East Suffolk Council
Cllr. Graham Newman	Conservative	Suffolk County Council
Mr. Stuart Palmer	Co-opted	Independent Co-opted Member
Cllr. Keith Patience	Labour	Suffolk County Council
Cllr. Keith Welham	Green	Mid Suffolk District Council

*[Each Councillor member has a named substitute member]*

- 4.4 Officer support to the Panel is provided by the host authority, Suffolk County Council, on behalf of all the Suffolk Local Authorities. The additional costs incurred in supporting the Police and Crime Panel are funded from a specific Home Office grant made available for this purpose.

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## **5. Panel Activities and Achievements in 2019**

- 5.1 During 2019 the Suffolk Police and Crime Panel has held four formal Panel meetings, on 25 January, 15 March, 19 July and 4 October. There was the continuing desire to ensure that these public meetings offered county-wide opportunity for participation, and as such the March and July meetings were held in Bury St Edmunds and Lowestoft respectively, with the other meetings being held in Ipswich. The Panel continues the practice, first introduced in July 2016, of having a Public Participation Session, allowing for any Suffolk resident to speak briefly on a matter relating to the agenda.
- 5.2 Details of the formal meetings and the agendas and papers for them are available online: <https://committeeminutes.suffolk.gov.uk/>. *[select the link to: 'Police and Crime Panel (Joint Committee)' under 'Browse by Committee']*
- 5.3 In addition to the formal Panel meetings, the Panel holds a number of informal workshops with invitations sent to both main and substitute members of the Panel. The informal workshops focus primarily on scoping the key focus areas for the upcoming Panel meeting, briefing members on the subject matter to assist in their preparation, and highlighting any key points to bring to the attention of the PCC's Office prior to the meeting.
- 5.4 Some informal workshops have a specific theme or topic and, where appropriate, representatives are invited to present information that enables Panel members to increase their knowledge and understanding of key subject matter. In November 2019, a themed workshop was held on the topic of "PREVENT and Counter-terrorism", which was facilitated by three officers from the Eastern Region Special Operations Unit.
- 5.5 There have also been several other meetings during the year involving one or more Panel members, such as planning and briefing meetings with the

Chairman and Vice-Chairman, and regular informal meetings between the Chairman and the PCC.

- 5.6 Panel members and the support officer have regularly attended (as observers) the PCC's two-monthly 'Accountability and Performance Panel' public meetings with the Chief Constable.
- 5.7 Panel members and the support officer have also attended national and regional conferences and network meetings. These have provided an opportunity to share best practice with other Panels and to increase knowledge and understanding of key issues and developments.
- 5.8 The Chairman, two Panel members and the support officer attended the Eighth National Conference for Police (Fire) and Crime Panels. The conference included key note addresses on the strategic review of policing and a variety of interactive workshops focusing on good practice and Panel development.
- 5.9 The Panel's key activities and achievements during 2019 are summarised below:

#### **January 2019:**

- 5.10 The Panel undertook its statutory duty to hold a public confirmation hearing meeting to review and make a report to the Police and Crime Commissioner (PCC) on the proposed appointment of a new Chief Constable. The Panel unanimously recommended to the PCC that the candidate Stephen Jupp be appointed to the role with effect from 10 April 2019. Further details can be found in the Panel's formal report available on the [Suffolk County Council website](#).
- 5.11 The Panel considered the PCC's proposed Policing Precept for 2019/20. The PCC advised the Panel that he wanted to take full advantage of the Home Office's proposal of increasing the Precept to the maximum permitted of 12.6787% which would mean an increase of £24 per annum for a Band D property. The Panel supported the proposed increase in 2019-20 by a majority vote. Further details can be found in the Panel's formal report, available on the [Suffolk County Council website](#).
- 5.12 The Panel received an update on, and questioned the PCC about, the action plan and outcomes to date of the countywide programme to tackle youth gangs and drug criminality. The Panel noted that significant activity was taking place across a range of initiatives to tackle the issues, which the PCC considered to be the most serious threat currently facing Suffolk.
- 5.13 The Panel also received an update on how well the PCC's Police and Crime Plan objective was being achieved with regard to improving road safety.
- 5.14 The Panel received the draft Police and Crime Panel Annual Report for 2018 which summarised the Panel's activities and associated outcomes between January and December 2018. The Panel unanimously agreed to approve the Report for publication on the [Suffolk County Council website](#).

## March 2019:

- 5.15 The Panel received a verbal update from the PCC on his work to seek a better funding deal for Suffolk as part of the Comprehensive Spending Review (CSR). The PCC advised that in terms of the national funding position, the timetable for submission was not known and discussions with the Home Office on improved funding for Suffolk had not yet taken place. The PCC considered that Suffolk deserved a better funding deal, having one of the highest workloads in the country but currently the second lowest funding settlement. The PCC explained that the CSR was a two-stage process with the Home Office being notified of the national funding position, before this being disaggregated to police forces. The Panel agreed that, in the run up to this second stage of the process, it would continue to do all it could to support the case for better funding for Suffolk.
- 5.16 The Panel received an update on the steps being taken to improve the Constabulary's Serious Sexual Offences (SSO) Solved Rate Performance. The PCC acknowledged the large amount of funding already given to the Constabulary's Protective Services Command to tackle SSOs and that the latest performance figures for SSO did not reflect the efforts and good work or the significant progress being made.
- 5.17 The PCC advised that additional investigators were in post, together with an additional Detective Inspector to ensure robust scrutiny and oversight of rape investigations. This contributed to Suffolk having the highest level of convictions across the region.
- 5.18 In respect of the continued decline in offences solved, the PCC advised that 38% of victims did not wish to prosecute and stressed the need for a multi-agency approach to give victims the trust and confidence to do this going forward. The PCC recognised the importance of communication, support and encouragement for victims to report crimes. He highlighted the improvement in victim engagement and support with increased funding for commissioning victim services including Suffolk Rape Crisis, Light House Women's Aid, Independent Sexual Violence Advisors (ISVA) and, acknowledging the link between SSOs and domestic abuse, Independent Domestic Abuse Advisors (IDVA).
- 5.19 The Panel requested the PCC to share the actions had been taken to improve performance given the extra investment embedded in Protected Services Command and requested the PCC consider more collaborative working between the Norfolk and Suffolk Sexual Abuse Referral Centres (SARCs).
- 5.20 The Panel also received an update on how the PCC was 'driving' the successful delivery of key projects within the 'Seven Forces Collaboration' programme of work, to ensure an efficient and effective police service for Suffolk. The PCC informed the Panel that a single procurement function across the seven Forces had been agreed and would be going live in April 2019. The Panel acknowledged the commercially sensitive nature of the overall spending and projected savings but were mindful of the need to ensure the Programme delivered full benefits in Suffolk.

## July 2019:

- 5.21 Councillor Patricia O'Brien was re-elected as the Panel Chairman and Councillor Peter Gardiner was elected as the Panel Vice Chairman.
- 5.22 The Panel received a verbal update from the PCC on how he undertook to ensure national policing requirements around counter terrorism were embedded locally to deliver the Police and Crime Plan objectives. The PCC advised the Panel that Suffolk could not be complacent about the threat of terrorism and emphasised the need to be vigilant. He assured the Panel that the Constabulary was aware of potential local strategic targets, and that plans were in place should any threat emerge which would include the assistance and support of resources (including any specialist units) from other areas if needed. The Panel acknowledged the importance of partnership working in addressing the threats of radicalisation.
- 5.23 The Panel also received a verbal update from the PCC on the outcomes achieved in tackling Cybercrime and the local impact of various national Cybercrime initiatives. The PCC outlined the work of the state-of-the-art cybercrime unit in Halesworth.
- 5.24 In recognising the importance of prevention, the PCC highlighted the success of the 'Stay Safe On-line' initiative which had worked with over 10,000 children locally. He confirmed that the CEO's and PCSOs in local schools supported the "Crucial Crew" programme. Panel Members also noted the work with Morland School, working with children to show them how to stay safe online and using mobile devices.
- 5.25 The Panel agreed to write the Suffolk Public Sector Leaders (SPSL) to campaign for more funding for multi-agency support for online safety initiatives aimed at young people.
- 5.26 The Panel received a progress report on how technology was being used to meet the objectives of the Police and Crime Plan and support local policing including Automatic Number Plate Recognition (ANPR), Forensics, Body Worn Video (BWV), mobile telephony and tablets and drones.
- 5.27 The Panel also received an update from the PCC on the progress made in achieving his strategic objectives for responding to emergency calls and incidents. The PCC advised that call handling performance remained strong and above target, primarily due to the additional recruitment into the CCR the previous year. The Panel cited of examples where response times had not been met. The PCC acknowledged there would be variations between minimum and maximum response time due to the rural nature of some parts of the county.
- 5.28 The Panel accepted the PCC's draft variations to the Police and Crime Plan 2017-21 which included the need to reflect key changes in government policy specifically around the serious violence agenda, technology, Road Safety partnership working and to bring the commissioning, precept and workforce information up to date. The Panel's formal report is available on the [Suffolk County Council website](#).



**October 2019:**

- 5.29 The Panel considered the 2019-20 financial position, six months on from when the PCC published the increased precept and the financial plan; and received a verbal update from the PCC on the financial position and use of precept funds.
- 5.30 Members were informed that the Constabulary was on target to achieve savings of £2.04m without compromising frontline activity, and that the remaining vacant detective posts would be filled very shortly. Substantial savings had been achieved through collaboration with Norfolk, and the Constabulary had joined a joint procurement programme with six other forces, although it was too soon to provide data on savings from this programme.
- 5.31 The Panel reviewed the [PCC's Annual Report](#) for the financial year 2018-19 in accordance with its statutory duty and commended the Report for its presentation and ease of reading. The Panel's formal report on the Annual Report is available on the [Suffolk County Council website](#).
- 5.32 The Panel questioned the PCC on progress made in achieving his strategic objectives to support victims of crime and promote confidence in the police through engagement with local communities. The Panel received an update from the PCC on his work to ensure compliance with the Victims Code of Practice (VCOP) and the next steps to embed this within the Constabulary. This would include working with victims to support them throughout the investigation. The PCC also provided an overview of his programme of engagement activities with local communities and his programme of victims services commissioning.
- 5.33 The Panel recommended that the PCC should encourage the Constabulary to endeavour to increase public confidence and satisfaction and publish the progress made; and encourage the Constabulary to promote the 'Citizens in Policing' programme.
- 5.34 The Panel also questioned the PCC on how well his Police and Crime Plan objective was being achieved in respect of roads policing and road safety. The Panel agreed that strong multi-agency liaison and working, including Highways England and Community Safety Partnerships, was essential in effectively addressing road safety planning, education and enforcement and encouraged the continued development of relationships between the Police, Suffolk Highways and Planning Authorities.
- 5.35 The Panel reviewed its Arrangements and Rules of Procedure following the establishment of East and West Suffolk Councils in May 2019, and prior to the PCC elections in May 2020 and agreed the amendments to reflect the new councils. Members also requested an Information Bulletin on the funding provided for the administration of the Panel and how it was being used.

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## **6. *Panel Development***

- 6.1 New members of the Panel were welcomed during 2019 and updated briefing information was circulated summarising the role and work of the Panel. At the Informal Workshop in August, a briefing session was held for all Panel members on the new guidance for Police and Crime Panels. This included a presentation and discussion on governance arrangements in policing and crime, the Panel's statutory powers and duties, key stakeholders and relationships, and running an effective Panel.
- 6.2 The Panel's Informal Workshops take place four times a year and are open to both main and substitute Panel members, ensuring that there is a good framework for all members to be kept up to date on recent developments and have the opportunity to contribute directly to the planning and scoping of the Panel's business.
- 6.3 Outside of the workshops, Panel members and substitute members are regularly updated about PCC and Panel-related issues, including national and local developments and the PCC's public meetings.
- 6.4 Three members of the Panel and the support officer attended the national conference of Police and Crime Panels held in Warwick in November 2019 and provided feedback to the Panel at the following Informal Workshop.
- 6.5 During the year, the Panel continued its membership of the Eastern Region Police and Crime Panels Network, alongside the seven other PCPs in the region; the Chairman and support officer have participated in two meetings of this network so far.
- 6.6 In December 2019, the Panel became members of the National Association of Police Fire and Crime Panels. The Association provides a common voice for Panels across England and Wales and the opportunity to share good practice in creating guidance or other support materials. It also provides a forum for a collaborative discussion on issues relating to and impacting on Police and Crime Panels.

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## **7. *Panel's Finances***

- 7.1 In 2019/20, as in previous years, a Home Office Grant of up to £65,260 provides the finance to Suffolk County Council for the maintenance of the Police and Crime Panel.
- 7.2 For the period 1 October 2018 to 31 March 2019, the total costs submitted to the Home Office for reimbursement were £33,429.
- 7.3 For the period 1 April 2019 to 30 September 2019, the total costs submitted to the Home Office for reimbursement were £31,190.
- 7.4 These costs include:

- staff support to the Panel;
- specialist professional advice and support;
- recruitment of a new Independent Co-opted Member;
- meeting management;
- financial and administration and management;
- updating of information about the Police and Crime Panel on its website;
- Members' expenses, Chairman's allowance, Independent Co-opted Member attendance allowance;
- Conference attendance fees and subscription to the Eastern Region Police and Crime Panel Network.

7.5 As part of the Home Office agreement, the Council is asked to submit a report highlighting the progress of the Police and Crime Panel in achieving outcomes and targets against specified "critical success factors" including how value for money is being achieved (e.g. benefits, savings, efficiencies etc.). The mid-year report summary was as follows:

### **Critical Success Factors**

7.5.1 The Suffolk Panel's work continues to be focused around:

- Nominally quarterly formal public meetings but with considerable informal preparatory work and stakeholder interactions scheduled around these, including via informal workshops and member task and finish groups where appropriate;
- Regular statutory reviews including the PCC's annual precept and any formal variation to the PCC's Police and Crime Plan;
- Regular scrutiny reviews of the PCC's Police and Crime Plan Objectives;
- A focus on major scrutiny themes such as cybercrime, youth gangs, counter-terrorism and road safety;

7.5.2 In Suffolk, the PCC holds various meetings in public, such as Accountability and Performance Panel meetings with the Chief Constable every two months and a series of public forums in each District/Borough Safer Neighbourhood Team area across the County, which are regularly attended by members of the Panel to keep an overview of current activities. There is also ad-hoc direct engagement of the public, community groups and councillors with the PCC or the Panel.

7.5.3 The Panel alternates its meetings to meet in venues across the County to provide the best opportunity for members of the public to attend.

7.5.4 The Panel is comprised of 11 local authority councillor representatives, representing each of the local authority areas within Suffolk. To further enhance the capacity of the Panel to carry out its scrutiny function the Panel also has two co-opted Independent Members, making a total membership of 13. Each Member brings with them skills and expertise and a knowledge of

the local policing issues within their area of the County. In a County which comprises both urban and rural areas, lived experience and an understanding of policing priorities from the perspective of local residents are invaluable in holding the PCC to account. For example, whereas youth gangs and drugs may be a priority policing issue for residents in one area, speeding through rural villages may be seen as a higher priority for others.

- 7.5.5 The Panel maintains a Forward Work Programme which is published with the agenda and papers for each formal Panel meeting and kept under regular review at each meeting and workshop session. In updating the Forward Work Programme, and in order to ensure a focus on priorities, the Panel considers:
- Does the matter come within the Panel's Terms of Reference?
  - Is there a significant level of public interest in the matter?
  - Is it an issue which has been raised by auditors or other inspection regimes or is the effect of new government guidance or legislation, which the Panel should consider?
  - Is there an opportunity to share and promote good practice, have a positive impact and/or add value to the work of the PCC?
- 7.5.6 The Panel produces an Annual Report in January each year summarising the Panel's activities and key achievements in the preceding year. The Annual Report is published and widely circulated. The latest Annual Report can be found [here](#).
- 7.5.7 The Panel receives reports from the PCC at each Panel meeting and makes comments and recommendations on those reports as appropriate.
- 7.5.8 The PCC submits regular annual reports in relation to his Annual Report and his Budget Precept. The PCC also submits reports on any senior appointments she wishes to make. Following scrutiny of these reports the Panel publishes a report with any relevant recommendations.
- 7.5.9 All reports and papers for Panel meetings are published in advance of the meeting with the exception of any material that is sensitive and confidential as set out in the "Local Government Act 1972 – Exclusion of the Public" regulations. Copies of agendas, reports and minutes of meetings can be found [here](#).
- 7.5.10 An "information bulletin" is also included with the papers for each meeting providing briefing information on matters of interest to the Panel, and ensuring that the Panel's agenda time is used to best effect in focusing on matters for scrutiny. Regular items for inclusion in the bulletin include: an update on the PCC's decisions since the previous meeting; an update from the PCC's Accountability and Performance Panel and a regular update on how the PCC is addressing solved rate performance for Serious Sexual Offences and Domestic Burglary. The information bulletin is also used to keep a track of decisions and recommendations made by the Panel at previous meetings.
- 7.5.11 The PCC attends every public meeting of the Panel to respond to questions, accompanied by relevant staff appropriate to the items being discussed. In his consideration of all reports the Panel questions the PCC in relation to his

strategic role and provides challenge and support as appropriate. Particular emphasis is placed on scrutiny of the success of the PCC in achieving the objectives set out in the Police and Crime Plan. The Panel focuses an item at each meeting on one of the PCC's four strategic objectives:

- Responding to calls for urgent assistance;
- Caring about victims, communities, the local economy and our people;
- Protecting the most vulnerable people and community by preventing, reducing and solving crime and anti-social behaviour;
- Making Suffolk Safer – an ethical and effective service with the right resources.

7.5.12 Members of the public are invited to attend all meetings in public and are able to access the agenda, reports and minutes on the County Council's website. There is also a public participation session at the beginning of each meeting where members of the public can attend to make representations. Representatives from the press regularly attend Panel meetings and the Panel's work has received significant coverage by the local media, raising public awareness and stimulating wider debate in relation to the work of the PCC.

7.5.13 The Suffolk Police and Crime Panel continues to offer value for money in the following ways:-

- The Chairman's Special Responsibility Allowance has been held at the 2016/17 rate again in this period.
- Panel meetings which are held outside Ipswich to encourage public participation are held in comparable local authority premises to keep costs to a minimum;
- Pool car and car sharing takes place wherever possible to keep travel costs to a minimum.
- Meeting papers are sent to all Panel Members and substitute members to ensure that any substitute members continue to be fully conversant with the business and able to take an active and informed role.
- Substitute members are encouraged to attend informal scoping workshops, alongside other members. The costs of doing this are balanced by the efficiency and effectiveness of meetings and continuity of decision making.
- Members are encouraged to make use of technology for reading agenda's and reports. Reports routinely include hyperlinks to more detailed information which affords members the opportunity to drill deeper into a topic area and helps keep production costs to a minimum.
- Professional updating is generally undertaken via the internet and through peer group networking rather than attendance at specific training events. Where members and officers attend paid for training, the value and benefits are considered in advance and are related to the overall value to the Panel.

- The Panel has recognised the time constraints of public meetings of the Police and Crime Panel and continues to make use of regular informal workshops as an effective and efficient way of exchanging information between formal meetings and for identifying key areas of questioning to ensure that the evidence presented to formal meetings is tightly scoped and focused.
- Panel members attend a premeeting in advance of the formal Panel meetings to develop an effective questioning strategy and help with management of the meeting. The pre-meetings take place on the same day as the Panel meeting to keep costs of attendance to a minimum.

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## **8 Panel's Forward Work Programme**

- 8.1 At each formal meeting the Panel considers any updates required to its Forward Work Programme, taking into account that:
- the matter comes within its terms of reference;
  - there is a significant level of public interest in the matter;
  - it is an issue which has been raised by auditors or other inspection regimes, or is the effect of new government guidance or legislation;
  - there is an opportunity to identify and promote good practice, have a positive impact and add value to the work of the PCC.
- 8.2 The Suffolk Panel's Forward Work Programme continues to be focussed around the following:
- Formal quarterly meetings, with preparatory work and stakeholder interactions around these, including informal workshops and Member 'Task & Finish' (T&F) Groups where appropriate.
  - Regular statutory reviews such as the PCC's annual proposed precept (and any formal variation to the PCC's Police and Crime Plan).
  - Quarterly focus on one of the objectives in the Police and Crime Plan.
  - Some topics for more specific focus arising from previous Panel meetings, or matters arising in between the formal meetings.
  - An 'Information Bulletin' containing information of potential interest to the Panel (e.g. summary of PCC Decisions since the last meeting).
  - Occasional 'ad-hoc' statutory activities that are required, such as holding a Chief Constable Conformation Hearing.

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## 9 Panel's Forward View

9.1 Panel Members were asked to provide a comment summarising their thoughts on the role of the Panel going forwards and its key priorities and focus areas. This will enable the Panel to direct its energies in 2020 on relevant and emerging issues.

*"The future of policing lies very much in collaboration and partnership working. Police and partners need to better align themselves to achieve greater efficiencies and savings. The Panel needs to push for this and 'test' the PCC on it on a regular basis".*

*"It would be an idea to have occasionally input and presentations from other agencies on particular issues; i.e. youth gangs and drugs".*

*"Cybercrime, Counter-terrorism, and strategic collaborations".*

*"The Panel needs to ensure the PCC focuses on 'right' areas that his grant spending is used effectively and equitably".*

*"Domestic violence and drug use within families are areas I would like to see the Panel have a focus on".*

*"Focusing on 'youth gangs, drugs and violence' which are a major problem, together with 'road safety' issues".*

*"Supporting the PCC with ongoing negotiations to secure additional funding for Suffolk Constabulary".*

*"Supporting initiatives that increase visibility of the police and encouraging the public to have confidence in the local Constabulary".*

*"The Panel should ensure the PCC maintains his pressure on the Constabulary to increase solve rates for Serious Sexual Offences and Domestic violence".*

*"The Panel should support the efforts of the PCC and Constabulary to find innovative ways to communicate with the public, thereby increasing public confidence".*

## **10      *Contacts and Further Information***

If you would like further information about the Suffolk Police and Crime Panel please visit the website at [www.suffolk.gov.uk/police-and-crime-panel](http://www.suffolk.gov.uk/police-and-crime-panel), or contact Suffolk County Council, on Tel. 01473 265119, email: [committee.services@suffolk.gov.uk](mailto:committee.services@suffolk.gov.uk).