

ORIGINATOR: CHIEF CONSTABLE

PAPER NO. AP13/39

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
13 AUGUST 2013**

SUBJECT: COLLABORATION UPDATE – JOINT JUSTICE COMMAND

SUMMARY:

1. It has been agreed that meetings of the Accountability and Performance Panel will receive update reports on the collaboration programme. Each report will focus on a particular department/ area of collaboration.
2. This report covers the collaboration within Criminal Justice Services, Custody Services and the Custody Investigation Units (CIU). These 3 functions make up the Joint Justice Command.

RECOMMENDATION:

1. The Accountability and Performance Panel is asked to note the content of this report.

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION:

The Joint Command

- 1.1 The new Joint Justice Command for Norfolk and Suffolk Constabularies has been operational since April 2011. The Command includes Custody, Custody Investigation and Criminal Justice Services across both counties. The command delivers a range of operational and operational support services.

Custody Services

- 1.2 The custody provision in both counties is delivered at 6 Police Investigation Centres (PICs). The premises, completed in 2011, are provided through a Public Finance Initiative and are staffed by constabulary staff.
- 1.3 In late 2012 a police custody inspection was carried out jointly by Her Majesty's Inspector of Constabulary (HMIC), Her Majesty's Inspector of Prisons (HMIP) and the Care Quality Commission (CQC) and they found the arrangements in Norfolk and Suffolk to be a benchmark for quality and care in custody provision. In April this year a return visit by HMIC confirmed their continuing approval.

Custody Investigation (CIU)

- 1.4 The Custody Investigation Units based at each PIC support frontline officers through adopting and progressing investigations from the arresting officers. The CIU routinely deal with more than half of all investigations and achieve a positive outcome in more than 60% of cases. The CIU 'Identification Unit' carries out the identification procedures supporting investigations.

Criminal Justice Services (CJS)

- 1.5 The Joint CJS is at present divided into two separate operations principally based at Landmark House (Ipswich) and Carmelite House (Norwich) each headed by an operations manager. The structure and functions in each reflect the local policing processes and the current CPS and court structures. Proposals are currently being developed to reform the present structures in line with the government lead criminal justice change programme (described below in paragraph 1.18)

Service Delivery and performance

Custody Investigation Unit (CIU)

- 1.6 The CIU deals predominantly with volume crime. The unit is staffed to deal with approximately 50% of all detainees. Every month the CIU manages over a 1,200 investigations. Between July 2012 and June 2013 the CIU dealt with 16,318 detainees across Norfolk and Suffolk, this was 52.2% of all detainees dealt with during that period. It is recognised that the CIU model of prisoner handling and investigation achieves higher detection and positive outcome rates.
- 1.7 In June 2013 the number of detainees dealt with by CIU Investigators was 1,430 (54.55%). Both Bury and Martlesham exceeded 60 per cent. Great Yarmouth also saw significant increases in percentage of detainees dealt with in the first period (86%) and positive outcomes (76%).

Custody

- 1.8 Over the last performance year 31,643 detainees were processed through the six custody facilities (including 6,096 at Martlesham PIC and 5,496 at Bury St Edmunds). Every aspect of the process is subject of comparative measurement to ensure that the PIC operation is efficient and effective.

Criminal Justice Services (CJS)

- 1.9 Criminal Justice Services service delivery and performance is monitored and managed using several frameworks, including:
- internal Joint Criminal Justice Department key performance indicators (KPIs);
 - 'Prosecution Team Performance Management' (PTPM) data owned by the joint police/CPS national Prosecution Team;
 - Norfolk and Suffolk Criminal Justice Board performance indicators.
- 1.10 Work is being progressed through the Local Criminal Justice Board for Norfolk and Suffolk to develop the performance information to more appropriately reflect the intentions behind national criminal justice reforms aimed at reducing delays, cost, rework and duplication.

Responding to the National Criminal Justice Agenda

A Strategy and Action Plan to Reform the Criminal Justice System

- 1.11 On 28 June 2013 a strategy and action plan to reform the Criminal Justice System was published. It represents the agreed national plan of action for shared working and across the full range of CJS agencies in order to achieve mutually agreed system-wide goals. The publication is the output of the National Criminal Justice Board led by ministers. The police service lead is Chief Constable Chris Eyre.
- 1.12 The Plan sets out the Government's commitment to transforming CJ into a modern public service that provides a swift, determined response to crime, treats victims and witnesses with care and consideration and provides better value for money.

National CJS Efficiency Programme

- 1.13 The 7 components under this year's national work programme includes the police transferring digital case files and case information to CPS electronically; case file quality; police working digitally with all traffic and specified offence files. The continued development of digital working in the CJS in Suffolk and Norfolk to meet national expectations as set out in '*Transforming the CJS*' is dependent on the delivery of the Athena system.

Live Links and Virtual Courts

- 1.14 A pilot Live Link project (police officers giving evidence by video link) has established facilities at 3 police stations to feed into Bury St Edmunds and Ipswich courts. This is supporting the national strategy and the development of technology in the CJS. The pilot will be evaluated in the autumn and future opportunities presented by Virtual Courts, for example detainees in police custody appearing before remand court on video, will be explored.

Police Prosecutions Team

- 1.15 Suffolk and Norfolk continue to be pathfinder forces for the implementation of police prosecutions with the joint team now established (as previously reported to the PCC).

The team is presenting specified traffic cases and is expecting to extend this to specified crime offences later this year in accordance with the pathfinder scheme.

Out of Court Scrutiny Panels

- 1.16 Proposals for a joint out of court scrutiny panel are being finalised to improve consistency and transparency and to address the perception that they may be used in cases that should have gone to court. The involvement of magistrates in the panels is supported by guidance from the Judicial Office.

Victims' Code

- 1.17 The revised Victims' Code is being finalised by Government following a period of consultation and is expected to target resources at the groups most in need including victims of the most serious crime, persistently targeted victims and vulnerable or intimidated victims. The Local Criminal Justice Board (LCJB) sub group for Victims and Witnesses is assessing the impact of the new requirements on CJ agencies. The Joint Justice Command is working with the local commands in both forces and leading on our police response to the new code.

The Joint CJS Reform Programme

- 1.18 The changes in the national criminal justice service, as well as changes in the CPS and the Courts, together with the need to continue to streamline the police processes by adopting new and digitised ways of working, require a continuing reform programme for our Joint CJS. This is being progressed in 3 phases:-

Phase 1

To achieve the outstanding savings of £573k required from the current 'Challenge Programme' to be realised during 2014/15.

Phase 2

To introduce reforms to our service delivery structures, systems and processes in the context of the introduction of the Athena system and supporting the current work to reform criminal justice in line with the White Paper '*Swift and Sure Justice*'

Phase 3

Develop a long term reform programme to deliver an efficient and effective service, with an emphasis on quality, in the new policing and justice environment. This will include maximising the benefits of digital working and a fully delivered, integrated Athena system.

- 1.19 The three Phases are interdependent and are being developed in parallel.

Continuous improvement

Custody Services Review

- 1.20 A review is being conducted into the present resourcing and operational effectiveness of the Custody Operation assessing the impact of the CJ reforms on the service delivery, in particular remand court appearances from police cells.

Custody Investigation Review

- 1.21 A review is being conducted into the effectiveness and the cost/benefits of the CIU model for local policing and particular categories of crime, particularly Domestic Violence.

2. FINANCIAL IMPLICATIONS.

2.1 The command is required to deliver outstanding savings of £573K. The original plan to deliver the savings during 2014/15 included measures dependent on the introduction on the Athena system which is now delayed. The current Joint CJS Reform Programme is developing proposals to meet these savings independent of the implementation of Athena.

3. OTHER IMPLICATIONS AND RISKS:

3.1 The delay in the delivery of the Athena system will have an impact on the timely delivery of some of the changes necessary under the National CJ reform programme.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	NO
Has the PCC's Chief Finance Officer been consulted?	NO
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Have human resource implications been considered?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES – Continuing
Has communications advice been sought on areas of likely media interest and how they might be managed?	NO
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	YES