



POLICE AND CRIME PLAN FOR SUFFOLK

Tim Passmore - Police and Crime Commissioner

2013-2017

DRAFT POLICE & CRIME PLAN 2013-2017

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Notes:

1. Please note that this draft plan is currently in simple text format. The final plan will be reformatted into a format more suitable for a public audience.
2. The content of this plan, and in particular the data/statistics, will be subject to quality assurance and verification.
3. The proposed objectives and activities will need to align with the budget. This exercise will be completed once the implications of the Government Settlement announced on 19 December 2012 have been considered.

SECTION 1 – POLICE AND CRIME PLAN FOR SUFFOLK 2013-2017

“Making Suffolk a safer place in which to live, work, travel and invest”

I am delighted to have been elected as Suffolk’s first Police and Crime Commissioner (PCC). My role as the PCC is to ensure an efficient and effective police force for Suffolk and to hold the Chief Constable to account on behalf of the public. I also have a wider community safety role and will work with partners, business representatives, the voluntary, social and community enterprise sector and the people of Suffolk to identify and implement the community safety solutions that are most important to the community.

I am passionate about Suffolk and I believe that we all have a part to play in making Suffolk a safe, vibrant and thriving community where people want to live, work, travel and invest. To achieve this we must provide a police service that is responsive, visible and accessible to all our communities, and treats everyone with fairness and respect. I believe that neighbourhood policing is the cornerstone of policing and I will ensure that our Safer Neighbourhood Teams are preserved in Suffolk and remain accessible in the heart of our communities.

Suffolk is a constabulary served by committed and experienced officers and staff, and in many areas performance is good. 92% of people feel safeⁱ and nearly 68% agree that the police do a good job. These levels are amongst the highest in the country. In the first nine months of 2012/13 there were 4330 fewer crimes than the same period in 2011/12 which is the lowest level for a decade. There were 5743 fewer incidents of anti-social behaviour (ASB)ⁱⁱ and domestic burglary reduced by 9%ⁱⁱⁱ.

There are areas where we do need to improve and enhance performance. We need to reduce crimes of violence with injury and increase our solved rate of burglaries in people’s homes and serious sexual offences. Levels of satisfaction of victims of crime also need to be better.

Historically Suffolk has one of the smallest budgets of all forces. It also has one of the lowest costs of policing^{iv} per head of population and one of the smallest workforces. Despite this, the officer workloads such as numbers of crimes per officer and charges per officer in Suffolk are higher than the national average^v.

In common with other forces, Suffolk Constabulary is facing the biggest financial cuts in a generation. The 20% budget cuts imposed by the government means that there will be fewer resources in real terms to meet ever-increasing demands. The government's police grant forms the bulk of our policing budget meaning that we are heavily reliant on the grant. Consequently any grant reduction has a huge impact on the organisation.

The Constabulary has been prudent and has already delivered substantial savings over the past five years. A further £10.6m must be saved by the end of 2016/17. The medium term financial plans that I have inherited relied upon increases in the policing element of the council tax precept. Recent surveys also confirmed public support for increasing the council tax precept. However, while I am mindful that my decision on the precept is likely to have effect on the organisation in the longer term, I intend to stand by my manifesto commitment to freeze the precept in 2013/14. In doing so I recognise that this will place further burden on a low cost force that is already striving to balance increasing demands while cutting its budget. However these are turbulent times for all public sector organisations and as we move forward we will adapt. Areas of good performance must be maintained and we must improve where performance needs to be better. The current climate also presents exciting opportunities for change as we challenge existing practices and develop new and creative ways of working. As we look to the future we need to build on the good work of the outgoing Chief Constable and Suffolk Police Authority, and visible leadership from myself and our new Chief Constable will be paramount. I am confident that with the help of our highly motivated and committed workforce we can meet the challenge.

In the broader community safety arena, there are many excellent examples in Suffolk of what can be achieved when partners, the community and businesses work together to address community safety priorities. As I look to the future I wholeheartedly believe that the collective power of partners and communities can deliver effective, coordinated solutions which will be fundamental to creating a safer Suffolk in which to live, work, travel and invest.

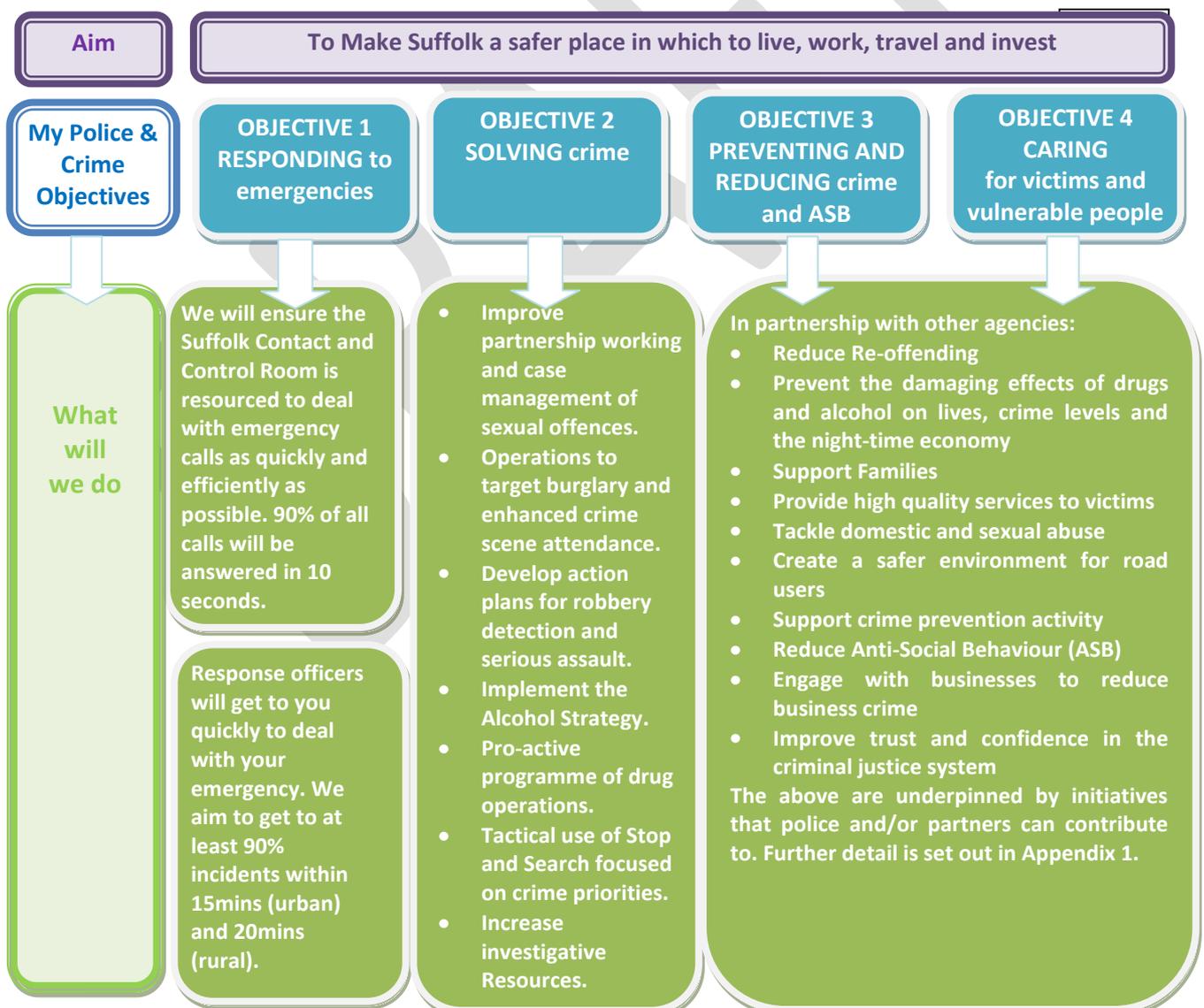
Tim Passmore

Police and Crime Commissioner for Suffolk

My police and crime objectives

My objectives will contribute to achieving my overall aim of making Suffolk a safer place in which to live, work, travel and invest. Each objective is supported by actions that I propose that police and/or partners will undertake which will contribute to successful outcomes (see figure 1). These objectives and actions will be underpinned by performance measures which will be used to assess how well my objectives are being achieved. These are set out in my performance management framework (Appendix 1)

I am able to utilise my funds to award Crime and Disorder Reduction Grants to commission services from any provider who I consider can provide services that will contribute to my police and crime objectives. Applications for grants will be assessed on the basis of their potential to contribute to my objectives as set out in the performance assessment framework. The commissioning process is currently being developed.



My policing philosophy

This plan describes my medium term aspirations for policing Suffolk during my term of office. A strategic plan which will outline my longer term vision is also being developed.

The Police and Crime Plan reflects my philosophy for policing which has been shaped by national and local policing issues and the findings from our extensive consultation activities. My discussions with voters about their real life issues and experiences during my election campaign have also had a powerful influence.

My belief in a local style of community based policing is based upon my personal values and the views that voters expressed to me during my election campaign. The Safer Neighbourhood Team (SNT) structure is the vital foundation upon which all other policing is built. Everywhere in the county is covered by one of our twenty-nine SNTs comprising police officers and police community support officers. I recognise that people like to know their local officer, build a relationship with them and know they can approach them when they need help. SNTs work closely with the public and a range of partners to address local priorities. Together with our emergency response teams and our criminal investigation department they make up a local policing approach with a distinct Suffolk flavour meeting the needs of our local communities. These are the officers and staff often referred to as the visible frontline of policing.

In addition to the very local element of our policing model there are a range of other specialist departments that are delivered most cost effectively through collaborative arrangements. Our protective services, justice services and business support functions are delivered jointly with colleagues in Norfolk Constabulary. We work more widely with forces at a regional level to tackle serious and organised crime as well as countering the terrorism threat. These specialist resources, whilst often less visible, are an equally important part of our integrated model of policing supporting activity at a local level throughout the county. By combining these resources and working collaboratively with colleagues in Norfolk and the region we have created a range of capabilities to tackle the threats we face in order achieve low levels of crime and anti-social behaviour in order to keep the county safe.

Making Suffolk Safer – Vulnerable people

The police and partners play a vital part working together to protect vulnerable children and adults. It is important that we are able to address the needs of vulnerable people, particularly where they are persistently targeted.

The population of Suffolk has changed considerably over the last ten years and Suffolk now has a diverse population. In that time it has increased by nearly 60,000^{vi} with around 27% being over 60 years of age and there are 15% more young adults^{vi}. 7.2% of the population are from a Black or minority ethnic background (51,100), nearly treble the figures in 2001.

Young people and adults need to be protected from harm, and their welfare and rights must be safeguarded. I support the work being progressed by partners to establish a multi-agency safeguarding hub (MASH) that will promote the development of safeguarding work throughout the county.

If, on the other hand, vulnerable people commit crime we need to do all we can to prevent them from re-offending. Working effectively with criminal justice and community safety partners, both public and private, will be vital as we work to deliver effective services whilst delivering the budget cuts.

There is often a mismatch between the perceptions of the extent to which young people are involved in crime and anti-social behaviour, and the reality. This leaves young people facing the challenge of growing up in a culture that has negative perceptions of youth. Meaningful and positive representation of young people in policing and community safety matters is essential to creating vibrant and harmonious communities. I will make myself accessible to young people and their representative bodies, and will engage positively with them so that I can hear about their concerns first hand. I will work with partners to encourage young people to become positive advocates for law and order and this will include engaging with schools, youth groups, youth parliament and other similar groups. I intend to investigate the merits of introducing a police apprenticeship scheme to provide employment opportunities for our young people. I also plan to explore the feasibility of introducing more of our successful Police Cadet Schemes which have been introduced in four policing command areas (Bury St Edmunds, Ipswich, Lowestoft and Felixstowe/Woodbridge).

Making Suffolk Safer – Victims of Crime

Treatment of victims is central to building public trust and confidence in policing. Victims will be more confident in policing if they feel their case has been properly dealt with. Where someone is unfortunate to become a victim of a crime or witness of a crime, we must deliver effective, high quality and timely services that meet their needs and help them to cope with the immediate impact of the crime and recover from the harm caused.

Confidence in the criminal justice system among victims^{vii} needs to be higher. A recent report by Victim Support^{viii} found that victims had serious misgivings about the delivery of community sentences^{ix} in practice. A high percentage wanted to be better informed about an offender's progress when serving a community sentence and also wanted to be given the opportunity to tell the offender about the impact of their actions (known as Restorative Justice). Victims want community sentencing to be more transparent including what the sentence involves and the consequences if the offender fails to comply with the requirements of the sentence.

Too often victims view the criminal justice system as disjointed and unresponsive. This is borne out by a recent report published by Victim Support^x regarding victim support in Suffolk which concluded that coordination between the statutory services needs to be better.

Work will continue with all our partners to enhance services to victims. I will also work with partners to encourage greater use of restorative justice where victims feel it would be of benefit to them.

The transfer of victim services funds to PCCs in 2014 will afford me the flexibility and the funds to work with partners to ensure that services are appropriate and deliver more responsive, joined-up outcomes.

84.5% of victims of crime in Suffolk are satisfied or very satisfied with the overall service provided by the police. Performance for 'keeping victims informed' has improved from 73.3% (September 2011) to 76.6%^{xi}. Although this is a good level of performance, I believe we can be more victim-focussed, especially for the most vulnerable and 'persistently targeted' victims (including victims of hate crime).

I am a strong advocate for victims of crime and I will consult widely with them to help identify the issues that are important and assess whether their needs are being met.

Ultimately we must aim to prevent crime from being committed in the first place. I applaud the work of crime prevention groups such as Neighbourhood Watch and I am committed to supporting crime prevention and community safety activities.

Making Suffolk Safer - Domestic Violence and Abuse

Domestic violence and abuse is unacceptable. It is regularly linked to substance misuse and mental health problems and is a serious issue. Domestic violence and abuse includes psychological, physical, sexual, financial and emotional abuse as well as honour based violence, female genital mutilation and forced marriage. Victims are not confined to one gender or ethnic group. These are complex issues and with the combined efforts of our partners in the local authority (for example the Domestic Violence Forum), health and the VCSE¹ sector, we will continue our efforts to tackle domestic violence and abuse.

From 2013 funds for addressing violence against women and young girls will transfer to PCCs. I will use these funds to support activities to deal with this problem to support the Government's Strategy 'Call to end violence against women and young girls'.

Locally partners in Suffolk have developed the 'Violence Against Women and Girls and Men Experiencing Domestic Abuse Strategy and Delivery Plan' and they are working hard to tackle on street prostitution and sexual exploitation of adults or children, particularly where there is trafficking off-street prostitution and gaps in services (such as help for men and boys at risk of sexual exploitation). I will also do all that I can to support all this valuable and important work.

Making Suffolk Safer - Mental Health

Mental health problems extend beyond the boundaries of statutory agencies. Nationally and locally the police and partner agencies are experiencing growing demands related to mental health issues, including dementia.

Victims of crime, particularly the most vulnerable who have been affected by physical violence, can be at risk of developing mental health problems such as post-traumatic stress disorder, anxiety and depression. For victims and offenders, mental health issues can be further compounded if linked to substance misuse. This problem impacts on many statutory agencies.

¹ The voluntary, community and social enterprise sector

I support the good work that partners are doing to develop more effective multi-agency approach so that the needs of victims and offenders with mental health problems are identified early in the criminal justice system and early action can be taken.

Making Suffolk Safer – Substance Misuse

Our surveys indicate that drugs related issues are a high priority for victims of crime^{xii}. Detections^{xiii} of drug crimes in Suffolk is the fourth lowest of all forces. Suffolk's Drug and Alcohol Action Team (DAAT) recently estimated that 22,500 crimes are prevented as a result of drugs and alcohol users being engaged with treatment services. They also estimate that this saves an estimated £20m in costs to other to agencies and society in Suffolk. This presents a compelling case to tackle drug misuse.

I will support continued focus on stamping out drug dealing and organised crime in Suffolk. Drug abuse can lead to many other crimes and social decay. Drug abuse and organised crime blight areas and make it less attractive to inward investment and economic growth.

Alcohol is frequently a factor in crimes and particularly in cases of domestic violence. Alcohol had been consumed prior to the offence in nearly three-quarters (73%) of domestic violence cases and was a 'feature' in almost two-thirds (62%). It is also a factor in:

- 60-70% of homicides
- 75% of stabbings
- 50% of fights and domestic assaults^{xiv}.

Police, partners and the public, placed alcohol misuse as a high priority during our recent consultation^{xv} and I will support work being developed in Suffolk which will help to deliver the Government's Alcohol Strategy.

The Government is clear that PCCs can play a part bringing together partners to identify local solutions to these problems. To achieve this they will be given additional funds so that they can award crime reduction and disorder grants. Funds for drug interventions have now transferred to PCCs and I will continue to support the good work of the the DAAT to tackle substance misuse. I will also use some of my funds to award grants to raise awareness of the devastating consequences of drug abuse. A range of partners are

already working together to develop local solutions and I will support them to identify and deliver these solutions at the earliest possible opportunity.

Making Suffolk Safer – Supporting Families

The family is the cornerstone of society. Sadly, there are vulnerable families that agencies spend a disproportionate amount of time and money dealing with and are estimated to cost almost £9b nationally. In Suffolk this amounts to £8.6m per annum. The 'Troubled Families Programme' was launched by Government in 2011 to give these families the opportunity to improve their lives while at the same time reducing the burden to the taxpayer. Early intervention, positive action and inter-agency collaboration, particularly through the Suffolk Family Focus Project, will be the key to effectively supporting troubled families. I recognise that the work to turnaround troubled families will require a long term commitment and I will give my long term support to this work.

Making Suffolk Safer – Creating a Safer Night-time Economy

Suffolk already has an established partnership approach to supporting a safe and vibrant night-time economy and to prevent violent crime, anti-social behaviour and criminal damage. A range of initiatives are in place for example the Best Bar None Scheme which recognises safe licenced premises, the local action groups focussing on towns across Suffolk, the work of the Town Pastors aimed at supporting people out in town at night, and a tactical policing approach which considers demand and deployment in town centre areas particularly at weekends and bank holidays. The recent Purple Flag accreditation for Ipswich in 2012 is testimony to the effective partnership working which is in place.

Making Suffolk Safer – Businesses

Suffolk has a diverse local economy including farming and agriculture, retail, industrial, services, energy, military and tourism. Successful business is central to a vibrant economy and we must all play our part to help create a thriving community. I will ensure that we deliver policing that positively contributes to our local economy so that people choose to live, work and invest in Suffolk.

Crimes against businesses are often perceived as 'victimless' crimes; they are not. Far from being victimless, the effects of business crime can be widely felt, on employers,

employees, customers and the wider community. It can affect profitability, deter investment and cause distress for staff, all of which can affect quality of life and the local economy.

My predecessor, Suffolk Police Authority, developed good working relationships with business representatives and in recent years the police and business representatives have met regularly to discuss matters relating to business crime. I aim to build on these established relationships to ensure that the police continue to address the issues that matter most to businesses and which threaten their success. I will also hold regular forums with business leaders so we can discuss concerns and work together to address business crime. Businesses have identified that methods for communicating between the police and businesses need to improve. We will work with them to explore their ideas and identify solutions. A review of our recording processes for business crime will be conducted to enhance our monitoring of performance.

I believe policing can also support local business in practical ways. I will look carefully at where supplies are sourced and wherever possible we will support the use of locally sourced products.

Since my election one of the most frequent concerns communicated to me by businesses is that of crime and criminality which travels across force borders. I will work with the Chief Constable to ensure that Suffolk Constabulary is working effectively with others in the region to address cross border crime.

Another concern both locally and nationally is 'E-Crime'. The national e-crime hub in Suffolk's trading standards service, which was recently established, will be at the leading edge in detecting and preparing cases involving the use of the internet, e-mail and other electronic means to defraud consumers. Working in close partnership with colleagues throughout the country and Suffolk Constabulary locally, the team will use the latest methods to identify and deter those who seek to use the latest technology to commit criminal acts against consumers.

Making Suffolk Safer - Rural, Wildlife and Marine Crime

Initiatives such as Neighbourhood Watch, Farm Watch, Truck Watch, the Rural Crime and Metal Theft initiatives play an important role helping to prevent and detect crimes such as hare coursing, theft of livestock, high value agricultural vehicles, machinery, metal and fuel. I will positively support these and other initiatives to detect and reduce crime.

We will investigate ways in which we can police our waterways more effectively to prevent and detect crime, as well as assisting with searches for missing persons. We will investigate how we can use special constables in more creative ways that take full advantage of the wealth of skills available within our communities and which could be harnessed for the greater good of our communities.

Making Suffolk Safer - Roads

I support positive action, such as community speed watch, to stop speeding in our villages and I would like to see more young drivers taking advanced driving courses. I strongly support the use of initiatives to identify drivers who avoid vehicle tax, insurance and fuel duty.

I will continue to work with my partners on Suffolk Roadsafe Partnership to target resources on enforcement activity and traffic calming measures to make our roads safer and reduce casualties. I will also support other agencies to develop initiatives to reduce major road congestion and improve engineering design. We need more modern and safe facilities on our major roads to improve security and well-being, particularly for the haulage and logistics industry.

All the above will help to the enhance quality of life in Suffolk and encourage people to live, work, travel and invest in Suffolk.

Making Suffolk Safer - Offending and reoffending

There are many reasons why people commit crime and why some reoffend. A disproportionate number of offences are committed by repeat offenders and the Home Office estimates that around 10% of active offenders are responsible for about 50% of all crime committed^{xvi}. The key to achieving reductions in offending and reoffending is to understand the causes of crime, and to work with partners to tackle the causes. We must also educate offenders and use prisons and community payback schemes so that they effectively deter offenders from reoffending. My objectives include actions to address re-offending and tackle the causes of crime. The combined efforts of all partners will be fundamental to delivering joint solutions that achieve reductions in offending and re-offending.

I intend to forge strong links with community safety and criminal justice partners, both public and private, so that we can address police and community safety issues together and deliver improved outcomes for all.

Making Suffolk Safer - Improving performance

While there is a need to strike a balance between competing priorities and delivering budget cuts, there are areas where performance needs to improve. These areas were also identified as high priorities by respondents to our survey of 6,500 people who live or work in Suffolk and of victims of crime.

Making Suffolk Safer - Anti-Social Behaviour (ASB)

Together the police and partners have achieved considerable reductions in ASB during recent years. In the first eight months of 2012/13 incidents of ASB reduced by 5,784 incidents and ASB reports have reduced by 29% on the average over the last 3 years. Despite 82% of the public^{xvii} stating that ASB has a low impact on their own quality of life, 26.8% believe that there is now more ASB. I welcome the provisions of the new Anti-Social Behaviour Bill and I will ensure that the police continue to work effectively together with partners to reduce ASB further and the response to anti-social behaviour is based on the needs of victims, especially vulnerable victims^{xviii}. In particular we will ensure that victims have a greater say in the punishment of the people responsible for ASB^{xix} and we will work to introduce the Community Remedy measure^{xx} which will give victims of low-level crime and anti-social behaviour a say in the punishment of offenders out of court. This means victims will get justice quickly, and the offender has to face immediate and meaningful consequences for their actions.

Making Suffolk Safer - Reducing Violence with Injury, House Burglaries and Robberies

Comparisons^{xxi} with other forces show that between 2008/09 and 2011/12 recorded levels of violence with injury, house burglaries and robberies increased in Suffolk whilst nationally the majority of forces achieved reductions. Suffolk has seen significant reductions in crime levels since April 2012, so this situation is improving but these reductions need to be maintained. Many of the actions necessary to achieve reductions will require initiatives with our partners.

Making Suffolk Safer - Increasing the solved rates of Violence with Injury, House Burglaries, Serious Sexual Offences and Drug Trafficking

The Constabulary's solved rate for violence with injury is above the national average, I would like this performance to continue. However the solved rate compares less favourably for house burglaries, serious sexual offences and drug trafficking. Therefore, my focus will be on improving all of these solved rates.

Being a victim of crime can cause considerable distress and long-term harm to victims. Naturally our priority is to prevent these crimes from occurring. Where this is not possible we must do all that we can to solve the crime whilst ensuring that victims are at the heart of our services.

Key activities to improve solved rates include the following:

- More investigators are being deployed within the 'Gemini' teams which have been established to focus on cases of serious sexual offences. There will be continued investment in improving partnership working with the Crown Prosecution Service to achieve greater charging rates and processes are being improved to ensure better management of cases.
- The Constabulary will use Force-wide operations to target burglary. There will be an investment of greater numbers of detectives into the 'Converter' team (the Converter Team focuses on improving detection rates) and attendance at crime scenes to investigate offences will be enhanced by the use of volume crime scene investigators.
- A Robbery detection action plan is being developed to support both reduction and detection of robberies and priority crime teams will continue to target robbery offences.
- A serious assault action plan is being developed in order to reduce and detect serious violent offences. Suffolk Alcohol Strategy is being implemented with a focus on reducing violent crime and work continues in partnership to support a safer night-time economy including effective licencing approaches.

- A pro-active programme of drug operations will be developed by the Constabulary. The Constabulary will also improve administration in dealing with drug offences to ensure more accurate recording.
- New Stop and Search training will be undertaken to ensure tactical, and appropriate, use of stop and search to solve and prevent crime.

SECTION 2 – ARRANGEMENTS FOR MONITORING PROGRESS AGAINST MY POLICE AND CRIME OBJECTIVES

The arrangements for monitoring progress against my police and crime objectives are set out in my performance assessment framework at Appendix 1 to this plan.

SECTION 3 - DISCHARGE OF NATIONAL/INTERNATIONAL FUNCTIONS (STRATEGIC POLICING REQUIREMENT)

The Strategic Policing Requirement^{xxii} (SPR) is a statement by the Home Secretary of the national threats and the appropriate national policing capabilities required to counter those threats.

Police forces carry the responsibility for tackling a wide range of harms, threats and hazards in order to cut crime and keep the public safe. Although many of these can be tackled by an individual police force within their own police force area, there are some that go beyond those boundaries. These national threats can require a coordinated or aggregated response in which resources are brought together from a number of police forces. Forces often need to work collaboratively, and with other partners, national agencies or within national arrangements, to ensure such threats are tackled effectively.

The SPR articulates the national threats which require a cross boundary response including terrorism, civil emergencies, organised crime, threats to public order or public safety that cannot be managed by a single police force acting alone, major events and large scale cyber incidents. Chief Constables and PCCs are expected to plan and prepare, together or in support of national arrangements, to address these threats.

In relation to the national threats, the SPR outlines the response that is required nationally to counter the threats. Specifically forces are required to consider their capacity, contribution and capability to respond. It also highlights the need for consistency and

connectivity across forces and other partners. Chief Officers must have regard to the SPR when exercising their functions and the Association of Chief Police Officers (ACPO) has developed detailed guidance to support forces to respond effectively. PCCs must take account of the SPR when setting their local crime and policing plans and hold chief officers to account for delivery of the SPR, which must be proportionate and affordable.

My performance assessment framework will include provisions for regular monitoring of compliance with the SPR.

SECTION 4 - FINANCIAL AND OTHER RESOURCES

The Police and Crime Plan must highlight the financial and other resources that I will provide to the Chief Constable to deliver against my objectives. This section provides a summary of my financial plans.

Background

Suffolk's annual gross revenue budget for 2012/13 was £126.8m, which was the 4th lowest force nationally in terms of costs of policing^{xxiii}. To put this into context, if Suffolk were to receive the average level per head of population it would receive around £16m additional income.

The Constabulary has one of the smallest workforces. There are around 300 fewer officers than the average of all forces and 200 fewer than forces in its most similar grouping.

Its low budget means that the Constabulary is hit particularly hard by any cuts in its core funding from the Home Office. With the substantial reductions in grant over the last two years to 31 March 2012 the Constabulary has already reduced annual costs by £12m and has detailed plans to deliver a further £5.9m cumulative reduction over the next four years. However, due to further anticipated reductions in grant income, additional annual savings up to £4.7m must be made by 2016/17. The target total cumulative reduction in current running costs within the next four years is therefore £10.6m.

Anticipating the turbulent financial environment ahead, Suffolk Police Authority had already built up reserves to help cushion the effects of the budget cuts and help to fund the costs of transformational change.

2013/14 Proposed Gross Revenue Budget

Projected expenditure by area	£m
Local Policing	35.3
Dealing with the Public	6.9
Criminal Justice Arrangements	10.8
Road Policing	4.2
Specialist Operations	4.0
Intelligence	4.4
Investigations	18.4
Investigative Support	3.1
National Policing	2.2
Support Functions	26.2
Office of the PCC	1.2
Central Costs	6.8
Community safety and crime & disorder grants	0.6
Total	124.1

The projected gross expenditure summarised in the table above has been derived from the Police Objective Analysis estimates 2012/13, updated to reflect changes in expenditure arising from, for example, the approved 2013/14 savings plans contained within the Medium Term Financial Plan 2013/14 – 2016/17.

Precept Proposal

The Police Authority financial plans were based on a council tax precept increase of 2.6% per annum for the years 2012/13 to 2015/16 in line with the recommendation of the Office of Budget Responsibility.

Decisions on the council tax precept have a long-term effect on the budget. In my manifesto I promised that I would do everything possible to ensure there is no tax rise next year. My proposal for the year 2013/14 is to set a zero increase in tax precept and accept the Freeze Grant alternative made available from central government equivalent to 1% (£432k) of the total precept levied. This will be received in 2013/14 and 2014/15, but still enables me to set a precept increase in 2014/15 if I deem it appropriate.

Fair share for Suffolk

I believe that Suffolk's funding should reflect the demands placed on policing by the national resources that are sited here. Strategic national assets such as Sizewell, Felixstowe Dock, Orbis Energy, Newmarket Racecourse and Wattisham Airbase create policing pressures. Through the planned national review of the police funding formula,

scheduled during 2013/2014, I will lobby for a fairer share of the resources for the people of Suffolk.

I also believe that the police should receive appropriate payment when they have provided policing services to others. A review of these arrangements will be carried out to ensure appropriate recompense.

How will the savings be achieved?

Current plans to deliver the savings comprised three main strands – workforce, collaboration and estates management. Her Majesty's Inspectorate of Constabulary judged the plans as strong and credible.

We need to make efficient use of the resources available to us. I will reduce costs by cutting unnecessary duplication and want to make more effective use of public assets such as estates. I am committed to collaborating with our partners in both the public and private sector. I would like to see zero based budgeting to coincide with Comprehensive Spending Review (CSR) settlements. I will listen to ideas from the workforce for saving money. I will ensure the best use is made of technology such as digitalised evidence. I will properly consider all business plans for all contracts/areas of work to ensure they are in the best interests of the people of Suffolk.

Workforce

As 78% of expenditure is spent on salaries the main strand of the savings must be delivered through workforce reduction and streamlining management costs. My challenge will be to preserve levels of performance while reducing the workforce. I intend to maintain the numbers of constables and police community support officers (PCSOs) in our neighbourhood teams and the emergency response teams. While there will be changes in the numbers of officers in ranks and reductions in staff numbers, I will do everything possible to maintain front line visible services. I will also welcome business cases from partners for match-funded PCSOs. The projected workforce profile is shown below.

	As at 31 March 2010	As at 31 March 2012	As at 31 March 2013 (projected)	As at 31 March 2014 (projected)	As at 31 March 2015 (projected)	As at 31 March 2016 (projected)
Police officers	1246	1166	1186	1200	1200	1200
PCSOs – core funded	142	142	142	142	142	142
Police staff	971	907	843	814	805	805

The Constabulary currently has 307 specials, over 450 volunteers and 25 joint funded PCSOs. Special constables perform an increasingly important role in policing. They increase organisational resilience and their additional skills and experience are invaluable. Becoming a special constable also supports the personal ambitions and development needs of our special constables, particularly if they aspire to join the regular police force. I believe Special Constables and other volunteers should be utilised more innovatively and we will investigate ways of achieving this.

Flatter management structures and efficient use of resources will be vital as we work to deliver our savings. I will continue to reduce bureaucracy and ensure that more time is made available for front-line officers to do the job they are trained to do and want to do. Time currently spent supervising offenders and dealing with paperwork should be minimised and where appropriate carried out by other staff.

Comparisons with other forces' confirm that the ratio of senior officers to constables in Suffolk is broadly similar to other forces, however the percentage of inspectors appears to be high (14th out of 42 forces). I will examine this position to assess whether a better use of resources can be achieved.

During this period of downsizing and restructuring I will aim to ensure that, where possible, I improve the gender balance and the proportion of our staff from black and minority ethnic communities to reflect the demographic of Suffolk. If we are to address the things that matter most to our communities, and secure their confidence and trust, our workforce needs to be more reflective of the communities we serve.

Collaboration

Another vital strand of our savings plans is collaboration. Our plans for delivering our budget reductions place the highest reliance on savings being delivered through

collaboration than any other police force. Chief Officers and PCCs are required to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas.

Collaborations have already been agreed for various areas of business, including:

- Regional Collaboration (Eastern Region Special Operations Unit, Disaster Victim Identification Recovery, delivery of public order training and Automatic Number Plate Recognition technology). Project Athena - seven force consortium to implement a single crime recording, intelligence, custody and case management ICT system.
- Collaboration between Suffolk and Norfolk Police. Collaborated functions already in place are Protective Services, Justice (including criminal justice services, custody and custody investigation), six Police Investigations Units, and several support functions.
- Collaboration with other partners. Suffolk County Council in shared ownership and occupancy of Landmark House and several shared premises for Safer Neighbourhood Teams, Suffolk Fire and Rescue Service in shared occupation of fire stations for Safer Neighbourhood Teams.

Our collaboration programme with Norfolk Constabulary has already realised substantial savings and was recently described by Her Majesty's Inspectorate of Constabulary as 'one of the most ambitious and well planned in the country'. The implementation is already well advanced and will see a number of joint departments introduced.

I will continue to exercise governance and oversight of collaboration to ensure it is achieving the planned savings, delivering good performance and able to deliver the priorities within the Strategic Policing Requirement.

I am open to further collaborative and partnership approaches with all partners, whether public or private, where there is clear evidence that it is in the best interests of the people of Suffolk.

Estates Management

There has been substantial rationalisation of the building estate in Suffolk. Despite austere times, we have made sensible investment in estate development including the opening of six Police Investigation Centres in Norfolk and Suffolk, a shared service with Suffolk

County Council at Landmark House outside Ipswich and ensuring Safer Neighbourhood Team bases in every SNT area. I will continue to build on this excellent work.

In order to preserve the highest possible service delivery levels it is vital that overheads are as low as possible, efficient and effective. Our building estate will continue to be rationalised to drive costs down, improving the efficiency and effectiveness. Work will continue with partners to reduce costs through shared premises solutions. Safer Neighbourhood Teams will remain accessible in the heart of our communities throughout the county.

Future Challenges

At a national level there are many significant changes occurring which will have an impact on the Police Service. These include major reforms of police officer terms and conditions, police pensions, and the proposed reforms to the criminal justice system.

As we look to the future there are a number of organisational issues that must be managed effectively if I am to achieve my Police and Crime Objectives. Analysis of the internal and external environment affecting policing highlights that these organisational priorities are:

- Maintaining and improving levels of service whilst achieving the Comprehensive Spending Review reductions through the Strategic Change Programme and Collaboration;
- Managing, reducing and restructuring the workforce effectively during a period of significant change;
- Delivering improved ICT infrastructure to support the organisation;
- Managing the impact of national reform including the reduction in services from national bodies such as the National Policing Improvement Agency and increased demand from criminal justice reforms;
- Meeting strategic estates requirements.

These are turbulent times and the extent, scale, impact and speed of the changes will undoubtedly have an effect on our workforce. Suffolk Constabulary has undergone significant change over the last ten years. I value the contribution our workforce makes. Despite being one of the smallest workforces of all forces, officers and staff are highly motivated and experienced. Ensuring that we utilise the skills of our workforce whilst

maintaining morale will be a significant leadership challenge for the Chief Constable and I as we continue to drive out the savings.

SECTION 5 – CRIME AND DISORDER REDUCTION GRANTS

PCCs are able to utilise their resources to commission services from a Community Safety Partnership, the voluntary sector, the private sector or any other individual who can provide the community safety related services that the PCC believes will contribute to their police and crime objectives. There is no maximum or minimum amount that PCCs must spend on community safety activity and they can also pool funding if they wish.

With effect from 2013/14 community safety funds have transferred to PCCs and a new Community Safety Fund (CSF) has been created. The CSF will be ‘un-ringfenced’ and replaces the vast majority of existing funding, including the following:

Current funding 2012/13	
Community Safety Partnerships	278,056.39
Drugs and Alcohol Action Team (DAAT) - Young People’s Substance Misuse activities	47,507.60
DAAT – Grant from Safer Suffolk Partnership Board	32,400.00
Drugs and Alcohol Action Team - Drugs Intervention Programme	146,730.00
Positive Futures	93,000. 00
Youth Offending Grant	57,550.00
Violence in Women and Girls	To be confirmed.
Total funds awarded in 2012/13	655,243.99

The Government recently announced the grant settlement that will be awarded for policing in Suffolk for the year 2013/14. This included £572,000 for the Community Safety Fund. The financial implications are currently being assessed.

In 2014 the bulk of victim services will also transfer to PCCs. In order to effectively manage commissioning it will be necessary to develop the commissioning framework which will apply when considering applications for Crime and Disorder Grants. The time since my election and the development of my Police and Crime Plan and budget development has afforded little time to develop and implement new commissioning arrangements and work is currently underway to develop my commissioning framework.

My discussions during my election campaign highlighted that service providers believe the commissioning landscape in Suffolk is confusing and results in unnecessary duplication. Partners tell me there is too much duplication between agencies and the commissioning arrangements lack clarity. They also believe that commissioning could deliver better outcomes. I intend to review the commissioning landscape and will engage with partners to identify whether improvements can be made to the commissioning process to ensure that it delivers the best possible outcomes. I am aware that some organisations are facing uncertainties as a result of the transfer of their funds. While the review is taking place I am willing to consider bids for grants. My commissioning grants will be based on explicit specifications and will be determined on the basis of their potential to contribute to my police and crime objectives (see Appendix 1). Progress against the agreed specification will be monitored in accordance with the arrangements set out in my Performance Assessment Framework (Appendix 1).

SECTION 6 - FUTURE CONSULTATION AND ENGAGEMENT

I am directly accountable to the electorate and I intend to remain accessible and accountable to members of the public who will be able to contact me directly. Feedback is important so that I can be satisfied that we are meeting the needs of our communities. Regular consultation and engagement will continue, in various forms, to obtain the views of the community, partners, victims of crime and ratepayers representatives. This will include the following:

- I will hold regular meetings in each constituency with representatives of interested community groups.
- I will host regular business forums and liaison meetings. I am committed to ensuring the business community can influence crime fighting in Suffolk and I aim to extend the membership of our liaison meetings so that more representatives of businesses can influence community safety.
- I will meet with partners on a regular basis either through formal or informal mechanisms.
- I will develop a communication strategy to make effective use of technology to deliver an effective channel for hearing from, and communicating with, people in Suffolk.
- I will regularly engage with young people.

SECTION 7 – REVIEWING THE POLICE AND CRIME PLAN

I will regularly review my Police and Crime Plan so that it continues to reflect those things that are important to the community. Where I intend to vary my plan I will submit the revised plan to the Police and Crime Panel for consideration.

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Sources and References

- i Local Policing Survey 2012.
- ii Suffolk Constabulary's County Policing Command Performance Briefing (14 January 2013).
- iii Suffolk Constabulary's County Policing Command Performance Briefing (14 January 2013).
- iv Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- v Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- vi First results of 2011 Census published on 16 July 2012 by the Office for National Statistics. Suffolk County Council Councillor Briefing.
- vii Ministry of Justice 'Getting it Right for Victims' Consultation Paper, 2012 & 'Out in the Open - What victims really think about community sentencing'. Published by Victim Support & Make Justice Work, 2012.
- viii 'Out in the Open - What victims really think about community sentencing. Published by Victim Support & Make Justice Work, 2012.
- ix Note: A community sentence is made up of one or more of a number of possible requirements that sentencers can assign to an offender. Each sentence is tailored to reflect the seriousness of the crime while also taking into account the rehabilitation of the offender.
- x Listening and learning: Improving support for victims in Suffolk.
- xi Suffolk Police Authority Victim Satisfaction Survey 2012/13.
- xii Local Victim Survey – July 2012.
- xiii Sanction Detections.
- xiv Institute of Alcohol Studies Alcohol and Crime. Alcohol Factosheet. Published 2010.
- xv Suffolk Police Authority Local Policing Survey 2012/13 & Joint Strategic Assessment Process 2012.
- xvi Her Majesty's Inspectorate of Constabulary - 'What's the best thing the police can do to reduce crime'. 2013
- xvii Suffolk Police Authority Local Policing Survey 2012/13.
- xviii Draft ASB Bill December 2012.
- xix See Damian Green's speech. 23 October. New duty on PCCs.
- xx Anti-Social Behaviour Bill 2012.
- xxi Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- xxii Police Reform and Social Responsibility Act 2011 (S.77) introduced a requirement for the Home Secretary to publish a Strategic Policing Requirement.
- xxii Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.



POLICE AND CRIME PLAN FOR SUFFOLK



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