



# POLICE AND CRIME PLAN FOR SUFFOLK

Tim Passmore - Police and Crime Commissioner

2013-2017

Revised July 2015



## **POLICE & CRIME PLAN 2013-2017**

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## SECTION 1

# POLICE AND CRIME PLAN FOR SUFFOLK 2013-2017 (VARIATIONS)

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

### **My revised Police and Crime Plan**

In April 2013 I published my first Police and Crime Plan covering the period 2013 to 2017. The plan was well received and it has been the driving force for the organisation since its publication. While my aims, objectives and priorities remain the same there have however been unprecedented developments since its publication and which now necessitate greater emphasis in the Plan. I have therefore decided to vary the Plan so that it provides further clarity and direction for the organisation for the remainder of the period of the plan.

While Suffolk is without doubt one of the safest places in which to live, work, travel and invest, I must ensure that our police force can continue to protect our communities and respond to those threats which present the greatest risk of harm. Threats such as serious and organised crime, terrorism, extremism, childhood sexual abuse, cyber crime (e.g. online fraud, cyber bullying, ‘sexting’, etc.), human trafficking and domestic abuse are not immediately visible, but, this so-called ‘hidden harm’ presents a considerable risk to us all. Perpetrators use increasingly sophisticated methods to go undetected. It is my responsibility to ensure that the Constabulary has the necessary capacity and capability to tackle these crimes. With this in mind earlier in 2015, I took the difficult decision to raise the policing element of the Council Tax by just under 2% in order to fund additional resources to tackle hidden harm. An additional twelve staff were established to investigate child sexual exploitation, adult and child sexual abuse, honour based violence, domestic abuse and sexual exploitation. In June 2015 a new hi-tech Cyber Crime Unit was also launched. The unit will investigate all offences where networked computers or technology have been used to commit crimes, from child pornography, human trafficking, drugs and contraband and the increasing problem of online fraud.

Regardless of these important additions to our local resources it is important to recognise that our capability is complemented by specialist agencies such as the new National Crime Agency and Eastern Region Special Operations Unit which together with our own resources mean that a highly specialised and experienced capability is in place to protect us all.

Neighbourhood policing is fundamental to the effectiveness of policing. Good relationships with the police and the public are vital. While it provides that important link between communities and the police, by necessity, the resources devoted to tackling hidden harm such as the cyber crime unit are no longer “visible” police officers on the street but now include officers working covertly to identify perpetrators of hidden harm to bring them to justice. If we are to tackle hidden harm the narrative about officer numbers and judgements about the efficiency and effectiveness of policing need to move beyond the traditional and outmoded notion of “visible” police officers on the streets to a more sophisticated one which acknowledges the increasingly complex policing landscape, and recognises that keeping our communities safe is not achieved by visible policing alone but a multi-skilled regional, national and indeed global law enforcement partnership working across local, regional, national and international boundaries.

The debate about hidden harm takes place against a backdrop of many other developments. In particular the requirement to deliver further budget cuts of £20.5m by 31 March 2020 necessitates that the Chief Constable and I work together to reconfigure a police force that can fulfil its responsibilities, tackle hidden harm and meet increasing demands with a much smaller budget.

We now occupy a world where the pace of change is unprecedented and in order to keep our communities safe the Police Service must adapt quickly with the policing challenges. Although it is important to plan for the longer term, we must also set out our short term goals so that we have a clear vision of what we aim to achieve. While my priorities and objectives remain unchanged, as I look to the last two years of my Police and Crime Plan the below areas are the areas that we will focus on.

### **Making Suffolk Safer – for victims and vulnerable people**

- We will commission a range of services for victims of crime to help them cope and recover.
- We will undertake an exercise to understand the services available to victims of crime and identify duplication and gaps in service.
- We will formulate an action plan to address the conclusions and recommendations of our recent research on the perceptions of victims of domestic abuse.
- We will aim to preserve and continue to improve our good levels of service to victims of crime (‘victims’ satisfaction with overall service’ and ‘keeping people informed’).
- We will aim to improve our performance for ‘keeping victims of crime informed’.

- We will continue with our work to enhance the trust and confidence of our communities to encourage all victims to report crimes to the police or access victims' services (particularly victims of serious sexual offences).
- We will work to help keep young people safe and help them to protect themselves and deter them from committing crime.
- We will support partners to help anyone suffering from mental health problems.

### **Making Suffolk Safer – with strong performance**

- We will strive for strong performance against our baseline across a range of performance measures<sup>i</sup>.
- We will increase our focus on monitoring of services to combat hidden harm and reduce re-offending (such as the integrated offender management unit) to ensure our services are effective and protecting vulnerable people.

### **Making Suffolk Safer – with the right resources**

- We will deliver our savings requirements.
- We will undertake a budget review exercise to review all major areas of expenditure, and utilise other recognised methods (e.g. collaboration, continuous improvement, integrated services) to drive out further efficiencies.
- We will develop a more informed way to represent our workforce numbers, capability and capacity which properly recognises all the resources at our disposal to help keep communities safe.
- We will continue our activities to make our workforce more reflective of our communities.
- We will continue with our transformation of ICT services to improve efficiency and effectiveness.
- We will increase the numbers of special constables to increase our operational capability and diversity.
- We will complete a staff survey and develop an Action Plan to address any areas of concern.

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<sup>i</sup> See Appendix 1

- We will continue to review our estates to ensure that our estate is modern and fit for purpose, and we will publish a new Estates Strategy.
- We will continue to seek opportunities to collaborate and deliver integrated services with our other policing and local authority partners.

A handwritten signature in black ink that reads "Tim Passmore". The signature is written in a cursive, flowing style.

**Tim Passmore, Police and Crime Commissioner for Suffolk**

**July 2015**

# POLICE AND CRIME PLAN FOR SUFFOLK 2013-2017

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

## Introduction



Police and Crime Commissioners<sup>1</sup> (PCC) were introduced in November 2012 and I was delighted to be elected as the first PCC for Suffolk. My role 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 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 them.

I am passionate about Suffolk and I believe 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 policing that is fair, accessible, respects the human rights of all and responsive enough to meet the needs of our ever-changing diverse communities. In short I want Suffolk to be a county that everyone is proud to live, work, travel and invest in. I believe that neighbourhood policing is the cornerstone of policing and despite the challenges ahead I intend to ensure that our Safer Neighbourhood Teams are preserved and remain, visible and accessible in the heart of our communities.

Suffolk is served by committed and experienced police officers and police staff. In many areas performance is good. 92% of people feel safe<sup>2</sup> and nearly 68% agree that Suffolk Constabulary does a good job. These levels are amongst the highest in the country. Between 1 April 2012 and 17 March 2013<sup>3</sup> there were 5039 fewer crimes recorded than the same period in 2011/12. This is the lowest level for a decade. There were 7830 fewer incidents of anti-social behaviour (ASB)<sup>4</sup> and domestic burglary reduced by 4%<sup>5</sup>. I am delighted that our independent user satisfaction surveys confirm that satisfaction with our overall service has increased from 84.5% to 87.4% since my election. While I am pleased that satisfaction for keeping people informed also improved from 73.3% to 81.7% I intend to strive for further improvements in the vital area of business.

There are areas where we do need to improve and enhance performance. We need to reduce crimes of violence with injury, and increase solved rates of burglaries in people's

homes and serious sexual offences. Levels of satisfaction of victims of crime also need to be better.

Suffolk has one of the smallest budgets of all forces. It also has one of the lowest costs of policing<sup>6</sup> per head of population and one of the smallest workforces. Despite this, officer workloads such as numbers of crimes per officer and charges per officer in Suffolk are higher than the national average<sup>7</sup>. In common with other forces, Suffolk Constabulary is facing the biggest financial cuts in a generation. The cuts mean that there will be fewer resources in real terms to meet ever-increasing demands. Since the police grant awarded by the government forms the bulk of our policing budget we are heavily reliant on our government grant. Consequently any grant reduction has a huge impact on the organisation.

Over the past six years the Constabulary has been financially prudent and has already delivered substantial savings. A further £20.5m must be saved by the end of 2019/20. The medium term financial plans that I 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 was mindful that my decision on the precept was likely to have effect on the organisation in the longer term, there are many factors that I needed to take into account when making my decision. I made a manifesto commitment to freeze the precept in 2013/14 and honoured that commitment. I did not take the decision lightly. I recognised that this placed further burden on a low cost force that was 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 must adapt and the force must transform into a modern, fit for purpose organisation capable of meeting the demands of 21<sup>st</sup> century policing. Areas of good performance must be maintained and where improve those areas performance where needs to be better. The current climate presents exciting opportunities for change as we challenge existing practices and develop new and creative ways of working, and as we look to the future we need to build on the good work already undertaken. Visible leadership from myself and our chief constable will be paramount. I am confident that with the help of our highly motivated and committed workforce we can meet the challenge.

There are many excellent examples of what can be achieved in Suffolk when community safety and criminal justice partners, district, borough and county councils, businesses, our communities and our colleagues from the voluntary, community and social enterprise (VCSE) sector work together. I wholeheartedly believe that our collective power can deliver effective, coordinated solutions which will be fundamental to creating a safer Suffolk in which to live, work, travel and invest.

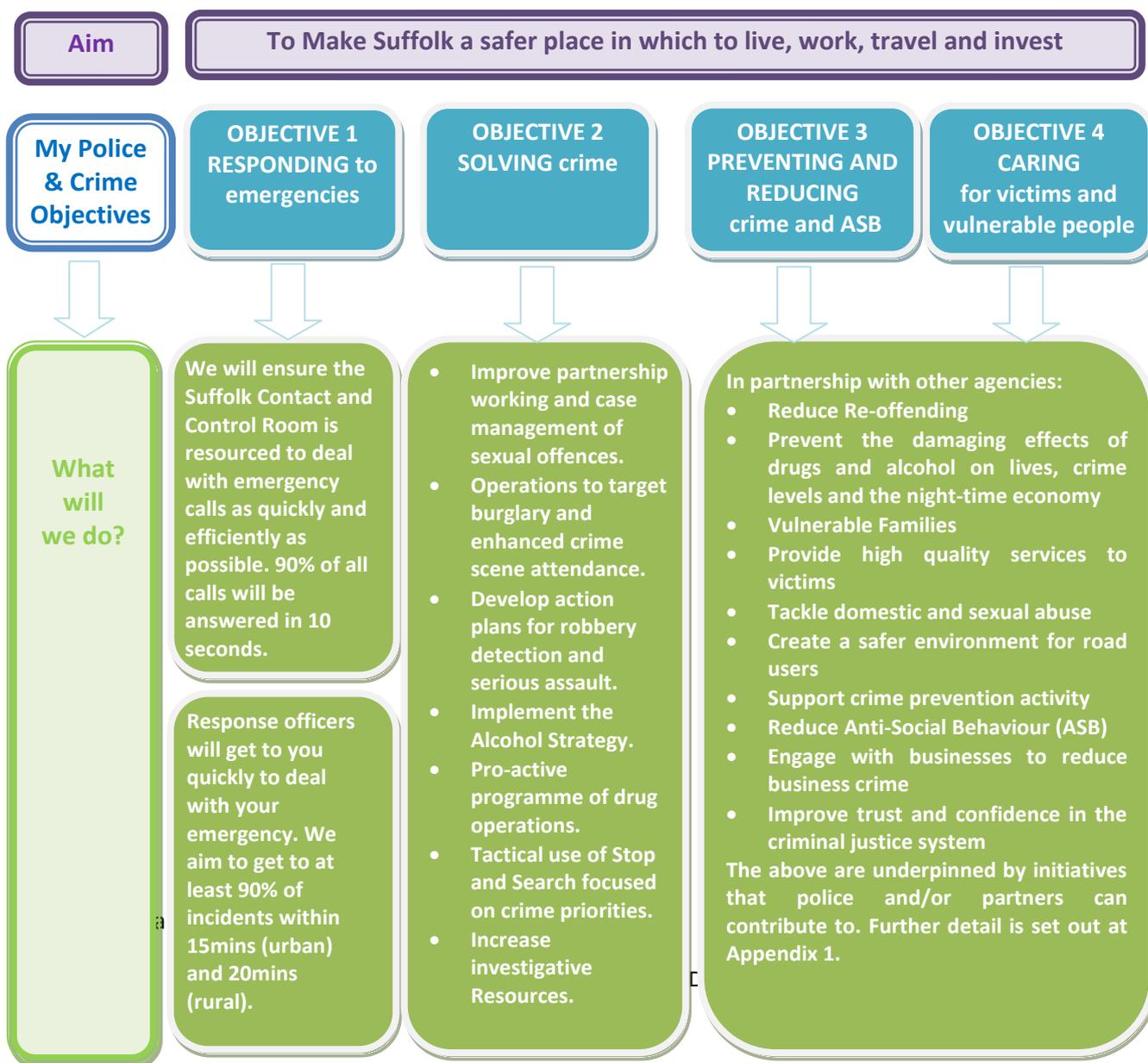


## My police and crime objectives

My objectives will contribute to my overall aim of making “Suffolk a safer place in which to live, work, travel and invest”. Each objective is supported by actions that police and/or partners will lead which will contribute to successful outcomes (see figure 1) and which will be underpinned by performance measures and action plans that can be used to assess how well my objectives are being achieved. These, and the arrangements for holding these bodies to account, are described in my performance assessment framework (Appendix 1).

I am able to use my funds to commission crime and disorder reduction services and services for victims of crime. My decisions on commissioning will be based on the potential to contribute to my objectives as set out in the performance assessment framework

Figure 1



## My policing philosophy

This revised version of my plan describes my aspirations for policing the county of Suffolk and reflects my philosophy for policing. It has been shaped by the local, national and global context and is complemented by the findings from our extensive consultation activities, and by my many discussions with partners and the electorate.

I remain a strong believer in a community based policing and my belief has been reinforced by my many discussions over the past two years. Put simply, this is respect for law and order, and respect for each other.

Our Safer Neighbourhood Teams (SNT) are vital. They work closely to address the priorities that are important to our local communities. Everywhere in Suffolk is covered by an SNT comprising police officers, police community support officers and colleagues from partner agencies. Together with our emergency response and our criminal investigation department, they make up a policing service with a distinct local flavour committed to meeting the needs of our local communities. I remain to preserving our SNT presence in local communities.

I believe it is important that people know their local officer and build a relationship with them so they know they can approach them when they need help. I feel however there is still much to do with this, and I will continue to work with the Chief Constable to achieve my vision. I will continue to build upon the role of safer neighbourhood policing within our local communities so that greater numbers of people know and recognise their local officers. Working with partners I would like to reinvigorate safer neighbourhood teams so they more closely reflect the original vision for safer neighbourhoods where teams were made up of a variety of local service professionals who can together maintain a safer neighbourhood.

In a time of diminishing budgets we must increasingly use a model of policing which prioritises services according to the level of 'risk, harm and threat' posed to our communities, and delivers policing which protects the most vulnerable people in society. The challenge is to continue to strike the right balance between local, regional and national priorities, and ensuring that the people of Suffolk are protected by efficient and effective levels of service, driven by our assessments of the risk, harm and threat. By combining our resources and working collaboratively with partners such as the National Crime Agency and Eastern Region Specialist Operations Unit we have created a range of capabilities to tackle the threats, harm and risk in our communities.

In the first version of my Plan I set out my long-held belief that public sector bodies can deliver increased efficiency and effectiveness if they work more closely to deliver

services in partnership or collaboration. I am delighted that together with a number of other public sector partners we have secured a number government innovation grants to transform public services in Suffolk. I am particularly pleased that in 2014 together with all other Suffolk local authority partners we were awarded a Transformation Challenge Award of £3.35m to transform public sector services in Suffolk.

## ***Making Suffolk a place in which to live, work, travel and invest***

### ***Making Suffolk Safer: Safeguarding vulnerable people***

The police and partners play a vital part working together to protect vulnerable young people and adults and meet their needs, particularly where they are persistently targeted.

Young people and vulnerable adults must be treated with dignity and respect, and their welfare and rights safeguarded. In Suffolk safeguarding work is undertaken by various statutory and voluntary partners each *contributing enormously to the work to protect vulnerable people*. I continue to support the work of partners to address sexual exploitation and I have commissioned initiatives to better understand and address female genital mutilation and domestic abuse within black and minority ethnic communities.

I have significantly invested in the work to support vulnerable people. In the last two years I have committed around £2m to commission services to safeguard vulnerable people. Details of these are set out in Appendix 2. I have also enhanced the Constabulary's capacity and capability to tackle 'hidden harm' by investing in an additional seven child and adult abuse investigative capacity and three additional staff to deal with domestic abuse and honour based violence. A further 2 positions have been created to investigate human trafficking and sexual exploitation and I have also funded staff for the new Multi-Agency Safeguarding Hub<sup>8</sup> and the Constabulary's Sexual Assault Referral Centre. These additional staff will significantly enhance the Constabulary's ability to investigate crimes and bring the perpetrators to justice.

We have worked extensively with our VCSE colleagues and I have been humbled by their unswerving commitment and dedication. They provide vital advice and practical support to some of our most vulnerable individuals and communities and in so doing make an enormous difference to their quality of life. I applaud their efforts. I have commissioned many services from VCSE bodies since my election and many have achieved clear, tangible outcomes and good value for money. As we navigate the future challenges I believe the VCSE sector will be vital to helping us to protect vulnerable people and I am committed to working together with the VCS sector to ensure vulnerable people continue to get the support they need.

The VCS sector is particularly supportive in the fight against under-reported crime. They can often develop greater trust and confidence with these particularly vulnerable victims to help them cope and recover from their horrific experiences. If we are to tackle these crimes we need to understand the nature of the problem. It is therefore vital that the crimes are reported and in many cases VCS bodies can help victims to find the strength

to go on to report the crime, which I encourage. Later in this plan I will discuss the recent domestic abuse research which I commissioned which has helped us to understand experiences of victims of domestic abuse. I aim to build on the work with partners to protect and support vulnerable people across the county.

I welcome the introduction of the new multi-agency safeguarding hub (MASH) which brings together agencies to help address 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, the private and the VCSE sectors will be vital as we work to deliver services with fewer resources. Since my election we have worked extensively with services which aim to support vulnerable offenders such as the Integrated Offender Management Scheme, Restorative Justice providers, the Princes Trust and I also provide core funding to Suffolk Positive Futures to commission their work with disaffected and disadvantaged young people.

There is often a mismatch between the perceptions of the extent to which young people are involved in crime or ASB and the reality. This leaves some 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 a vibrant and harmonious community where our young people want to live and work. I want to make myself easily accessible to young people from all backgrounds so that I can engage positively with them and learn about their concerns first hand. This includes bodies representing young people as well as those offering early intervention such as the Youth Offending Service. I will work with others to encourage our young people to become positive advocates for law and order. I will investigate the merits of introducing a police apprenticeship scheme to provide employment opportunities for our young people. We investigated the feasibility of extending our successful Volunteer Police Cadet Scheme which already covers four policing command areas (Bury St Edmunds, Ipswich, Lowestoft and Felixstowe/Woodbridge) and since April 2013 we have expanded it to include schemes in Babergh, Haverhill, Forest Heath, Mid Suffolk and Suffolk Coastal. My team is also currently working on further developments which will support children and young people.

### ***Making Suffolk Safer: Victims of Crime***

Victims of crime should be central to all that we do; treatment of victims is vital to building public trust and confidence in policing. Victims of crime will be more confident in the police if they feel their case has been properly dealt with. However, too often victims view the criminal justice system as disjointed and unresponsive.

Where someone is unfortunate to become a witness or victim of a crime, we must deliver an effective service that meets their needs, helps them to cope with the immediate impact of the crime and recover from the harm caused. The Victim Assessment and Referral Centre which commenced on 1 April 2015 is a partnership initiative between all Eastern Region Police and Crime Commissioners to commission a new service which will make contact with victims of crime in the immediate aftermath of the crime to support them and help them cope and recover from their experience. In the last two financial years I have commissioned crime and disorder reduction services and services for victims of crime of around £2.8m and we have worked extensively with VCS service providers to help build the capacity and capability of victims' services to ensure that good quality, victim centred services are available for victims of crime.

Understanding victims' needs is very complex and we are working hard to ensure that the services we commission are those which will most effectively support victims. Commissioning will be awarded against sound businesses cases and deliver clear, measureable outcomes.

In the first version of my Police and Crime Plan<sup>9</sup> I outlined my ambition to improve the satisfaction of victims of crime with the overall service provided by Suffolk Constabulary and victim satisfaction with keeping them informed. I am delighted that our independent surveys of victims of crime<sup>10</sup> now confirm that the percentage of victims of crime who are satisfied or very satisfied with the overall service provided now stands at an impressive 87.4% having improved from 84.5%. Satisfaction of victims of crime for keeping them informed has improved markedly from 73.3% to 81.7%. Given my commitment to supporting victims of crime I am delighted with this improvement since it demonstrates that the Constabulary is genuinely putting victims at the heart of their services. However I would still like to see this performance improve even further, and therefore in addition to monitoring victim satisfaction I intend to monitor the Constabulary's compliance with the national Victims' Code of Practice which sets out victims' entitlements, to ensure that the Constabulary is complying with the code. I also intend to introduce arrangements to help us understand perceptions of victims of the service they have received and how the Constabulary learns from the complaints it receives.

Victim Support concluded<sup>11</sup> that coordination between statutory services in Suffolk needed to improve. Our consultation with victims of crime during the development of this Plan stressed that information sharing between agencies needed to improve so that victims do not have to keep repeating themselves to different agencies. We have engaged extensively with other statutory partners, such as the County Domestic Abuse Partnership, to identify ways of resolving this problem. However, I am disappointed that the research I recently commissioned regarding the experience of victims of domestic

abuse concluded that there is much to do. I have agreed with the Chief Constable that he will lead on the Constabulary's work to address the findings, and will invite all partners to join that work.

Restorative justice gives victims the chance to tell offenders about the impact of their crime, get answers to their questions, and to receive an apology. It holds offenders to account for their actions and helps them to understand the real impact of their actions, take responsibility and make amends for their crime.

Victim Support<sup>12</sup> recently found that victims had serious misgivings about the delivery of community sentences<sup>13</sup> in practice. They 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. They believed that community sentencing needs to be more transparent and they wanted to better understand what the sentence involves and what the consequences were if the offender fails to comply with the sentence.

Victims of crime are more likely to have confidence in the criminal justice system, more inclined to report a crime and participate in restorative justice initiatives if they can access effective support from a variety of sources. VCSE bodies can help this process by providing independent support and advice to victims. The Suffolk Restorative Justice Strategy contributes greatly to this area and I will continue to work with colleagues to promote greater use of restorative justice where victims feel it would be of benefit to them. The new 'Victim Centred' Restorative Justice Service which I commissioned in 2014 is driven by the needs of the victim and so puts the victim in the driving seat. I believe that the positive benefits that can be achieved from Restorative Justice are not always understood or recognised. I wish to help increase understanding of the positive outcomes that can be derived from RJ and to make it more widely available.

One issue that was highlighted to me during my consultation on this Plan was the importance of continuing to address Hate Crime<sup>14</sup>. Everyone has the right to live their life free from the fear of attack or abuse because of their disability, gender-identity, race, religion or faith and sexual orientation. The work by my partners and the VCSE sector to address is recognised as best practice across the country and I will support the ongoing work to address this wholly unacceptable crime. It is vital that vulnerable victims of hate crime can access independent services, and in 2014 I commissioned the Hate Crime Service to provide an independent service to victims of hate crime.

I applaud the work of crime prevention groups such as Neighbourhood Watch and I am committed to supporting crime prevention and community safety activities. I have commissioned crime and disorder initiatives such as Neighbourhood Watch schemes, young peoples' programmes and community speedwatch schemes.

## ***Making Suffolk Safer: Domestic Abuse***

I remain resolute in my determination to tackle domestic abuse, both to support victims to escape abuse and to tackle the perpetrators of this totally abhorrent crime.

Domestic violence and abuse is a serious issue. It is predominantly an issue of power and control between those who are, or have been, intimate partners and family members, and, in some cases is also linked to other crimes. Victims can be subjected psychological, physical, sexual, financial and emotional abuse as well as 'honour' based violence, female genital mutilation and forced marriage. Many victims are subjected to controlling, coercive or threatening behaviour, which can have a long term impact on all aspects of their lives. This can cause long term physical and mental health problems for victims and all those close to them.

Domestic abuse occurs in all sections of society regardless of factors such as social class, gender, ethnicity, age or income. With the combined efforts of our statutory and VCS partners, we will continue to tackle domestic violence and abuse to achieve long term and sustainable reductions in violence and effective provision of protective services, support, advice and training for front-line staff.

Soon after my election it became clear that the support for victims of domestic violence in Suffolk was patchy. Since then I have worked closely with victims, service providers, and statutory service providers to understand the picture. Early in 2014 I commissioned major research on the perceptions of survivors of domestic abuse in Suffolk. The research findings were published in March 2015 and it is clear that together with partners there is much to do to improve the perceptions of victims of domestic abuse. I was also shocked to learn that there were insufficient independent domestic violence advisors to properly support high risk victims of domestic violence. This specialist service supports the most vulnerable victims of domestic violence and with a higher level of very complex needs. After much consideration I was able to fund a new countywide IDVA service. The service will make considerable difference to victims of domestic violence and will give them the specialist support to cope and recover, but more importantly it will give victims the confidence to escape their situation. The award of this grant takes my financial commitment to supporting victims of domestic violence in 2014/15 to over £300,000.

Looking to the future I hope the findings of the research I commissioned on victims' perceptions will be acted upon so that the commissioning and delivery of services is better coordinated for victims.

## ***Making Suffolk Safer: Mental Health***

Mental health problems often extend beyond the boundaries of statutory agencies. Nationally and locally the police and partner agencies are experiencing increasing 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.

There is increasing recognition of the impact that mental health issues can have on both victims and offenders which in turn results in high levels of demand on service providers. I will continue to support the good work that partners are doing to develop a 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 action can be taken. I recently brought together a number of partners to launch the 'Suffolk Crisis Care Action Plan', which aims to bring partners together to develop a better understanding of mental health issues and how to address them. I am delighted that an independent assessment has confirmed that Suffolk was the first force to implement all aspects of the Action Plan. Our initiative for a Triage Nurse to accompany the police on patrol has demonstrated the value of closer working between the health service and the police. Discussions are currently taking place with partners to introduce arrangements to properly support people with mental health, and I will continue to support this work.

## ***Making Suffolk Safer: Substance Misuse***

The consequences of drug and alcohol abuse are devastating. Dealing with drugs related issues are a high priority for victims of crime<sup>15</sup>. In Suffolk it has been 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 agencies and society in Suffolk. Drug abuse can lead to many other crimes and social decay. Drug abuse and organised crime blights an area and makes it less attractive for inward investment and economic growth. This presents a compelling case to continue the work to tackle drug misuse.

There will be a continued focus on stamping out drug dealing and organised crime in Suffolk.

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%). Alcohol is also a factor in 60-70% of homicides; 75% of stabbings and 50% of fights/domestic assaults<sup>16</sup>.

Locally police, partners and the public, place alcohol misuse is considered a high priority<sup>17</sup>. I am actively working to support the work in Suffolk to deliver the requirements of the Government's Alcohol Strategy.

Many partners are already working together to raise awareness of the effects of drugs and alcohol misuse and develop local solutions. I continue to support this good work and in 2013/14 and 2014/15 I awarded grants to the Suffolk DAAT (now Public Health Suffolk) for their excellent programme of early assessment and onward referral of offenders who misuse drugs. I also awarded a grant for the introduction of the Drugs Testing on Arrest pilot scheme in Suffolk Constabulary which has now been integrated into mainstream service delivery. I am particularly keen to continue supporting new and creative solutions to tackling substance misuse.

### ***Making Suffolk Safer: Supporting Families***

Families are the cornerstone of society. Sadly, there are troubled or 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', launched by the government in 2011, aims to give these families the opportunity to improve their lives while at the same time reducing the burden to the taxpayer. It is believed that parenting support is one of the most important interventions in helping to reduce the ASB and crime caused by young people. Early engagement with a young person also provides opportunities to engage parents in services, which increases the chances of resolving the issues early. We must do all we can to engage with young people and their parents as early as possible.

Positive action and inter-agency collaboration, particularly through bodies such as Suffolk Family Focus Project, Youth Offending Service, Suffolk Positive Futures and the Princes Trust will be the key to effectively supporting troubled families. In the last two years I have commissioned services from the Youth Offending Service and the Prince's Trust. I also provide core funding to Suffolk Positive Futures of £85k so they may continue their valuable work with disaffected/disadvantaged young people. Monitoring reports provided by the Youth Offending Service, the Princes Trust and Suffolk Positive Futures provide strong evidence of the positive outcomes for young people, their families and statutory services. I believe that the work to turn around troubled families will require a long term commitment and I will continue to support these bodies.

## ***Making Suffolk Safer: Creating a Safer Night-time Economy***

Suffolk has an established partnership approach to supporting a safe and vibrant night-time economy and preventing violent crime, ASB and criminal damage. I believe that we must continue to work together to create a safer night-time economy that is welcoming to all our communities - young and old, and to support this work I have commissioned the following initiatives:

- Taxi Marshalling scheme in Ipswich.
- I have awarded grants to support the Best Bar None Scheme which recognises well managed licensed premises.
- A grant to Ipswich Community Safety Partnership, New Orford Town Trust and Southwold Town Council to support the introduction of new CCTVs to help detect and prevent crime.
- To support the excellent work of the Town Pastors in 2014 I awarded a major grant to support the county wide service. This has guaranteed the future of the service across the county.

The above initiatives complement other work such as the Constabulary's tactical policing approach which balances demand and deployment in town centre areas at high demand times.

## ***Making Suffolk Safer: The Local Economy***

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 I believe we must all play our part to help create a thriving community.

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.

The Port of Felixstowe is the UK's largest container port and consequently a high proportion of the local economy relies on the haulage industry and associated commerce. Lorry, cargo, fuel and metal thefts can have a serious impact on our local and national economy but can also affect our reputation and perceptions of our county

as a place to live, work, travel and invest. I will ensure that we deliver policing that positively contributes to our local economy so that people choose to live, work, travel and invest in Suffolk.

I aim to continue to build on my good working relationships with business representatives and in recent years the police and business representatives 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 and we will work with business representatives to explore their ideas and identify solutions. In the earlier version of this plan I undertook to conduct a review of our recording processes for business crime. This has been completed and we continue to introduce improvements to performance monitoring to improve our understanding of this area of the business. I believe policing can also support local business in practical ways. I continue to look carefully at our supply sources and wherever possible we will use 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 continue will work with the Chief Constable to ensure that Suffolk Constabulary is working effectively with others in the region to address 'cross-border' crime.

### ***Making Suffolk Safer: Cyber Crime***

Another concern both locally and nationally which is gaining increasing prominence is that of cyber and cyber-dependent crime.

In June 2015 I launched a new Cyber Crime Unit. The unit will focus on tackling any type of cyber crime. The recruitment of a Cyber Security Advisor will deliver bespoke advice to local business and communities coordinating our response to cybercrime. The newly collaborated Hi Tech Crime Unit will also be upgraded to increase capability and capacity in order to effectively pursue the perpetrators of the circulation of illicit images of children through online activity.

The national e-crime hub in Suffolk's trading standards service is 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 uses the latest methods to identify and deter those who seek to use the latest technology to commit

criminal acts against consumers. The service is an excellent example of the benefits of co-location. Suffolk County Council staff and Suffolk Constabulary officers are co-located and as a result inter-agency cooperation is enhanced resulting in improved efficiency and effectiveness.

### ***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 and 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 also investigate ways in which we can police our waterways more effectively to prevent and detect crime. Our rural crime initiative and the pilot to provide a dedicated rural crime police officer have been very well received and was a resounding success. I fulfilled my commitment to create a rural crime team in Suffolk and this is now a permanent service which has been welcomed by our rural community. I have also been appointed as the Vice President of the National Rural Crime Network. Our Rural Crime Conferences which were recently introduced to focus on the often unique challenges experienced by our rural communities have been enormously popular. The introduction of our definition of rural crime now means that we are better able to understand the extent and nature of rural crimes taking place in Suffolk, which allows us to better allocate resources. I have also worked with the Constabulary to implement a hare coursing initiative which has produced good results.

### ***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 partners such as the Suffolk Roadsafe Partnership and Suffolk Fire and Rescue to deliver preventative and enforcement activity to improve the safety of our roads for all road users. I will support other initiatives to reduce major road congestion and improve engineering design. We need more safe places to stop on our major roads particularly facilities where haulage and logistics vehicles can be parked securely and safely. These measures will help to enhance quality of life for all people

living, working and travelling in Suffolk. Earlier in 2014 I convened meetings with the Highways Agency, Suffolk County Council and the Police to discuss the issues of mutual interest associated with the A14, which is the major route to Felixstowe Port. These were very constructive meetings and have resulted in commitments being given by all attendees to help keep the A14 free flowing thus supporting the significant contribution Suffolk makes to the local and national economy through the A14. I am extremely enthusiastic about this work and will continue to lobby to ensure that the A14 is treated as a major strategic asset.

Our investment in Automatic Number Plate Recognition (ANPR) technology will help detect, deter and disrupt criminality on our roads at a local, force, regional and national level, including tackling travelling criminals, organised crime groups and terrorists, all of whom have an effect on the local economy.

### ***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<sup>18</sup>.

The key to achieving reductions in offending and reoffending is to understand the causes of crime and work with partners to tackle those causes. We must also educate offenders through rehabilitation initiatives, prisons, and community payback schemes so that they are deterred from reoffending. 180° Suffolk, the Integrated Offender Management Programme, involves agencies working together to ensure that offenders whose crimes cause most damage and harm locally are managed in a coordinated way, focusing on the offender not the offences. Although still relatively new, this initiative is delivering promising outcomes with a new Integrated Offender Management Unit being introduced. The unit is a multi-agency team includes personnel from agencies such as the Police, Probation Service, the Department for Work and Pensions and the charity 'Turning Point'. The team is a shining example of the benefits that true partnership working can deliver. All staff have worked hard to overcome the natural challenges of multi-agency working and I believe this is an excellent example of a truly integrated, high performing team offering a wraparound service in a challenging discipline. While the team are delivering good results, it will be some time before the full benefits are visible. I am committed to ensuring that we continue to provide long term support to this team in order to maximise its achievements. The combined efforts, dedication and hard work of all partners will be fundamental to delivering joint solutions, sustaining reductions in re-offending and reducing demand.

## ***Making Suffolk Safer: Improving performance***

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

## ***Making Suffolk Safer: Anti-Social Behaviour (ASB)***

Despite 82% of the public<sup>19</sup> stating that ASB has a low impact on their own quality of life, 26.8% believe that there is now more ASB. Evidence shows that the impact on individuals or communities can be extremely high.

Multi-agency teams in Suffolk have delivered considerable reductions in ASB in recent years. This partnership approach, where systems, processes and premises are shared, has achieved reductions of 4818 incidents of ASB between April 2014 and March 2015<sup>20</sup> and 29% on the average over the last 3 years. This is very encouraging and demonstrates what can be achieved working in partnership. I will continue to support any work to improve the delivery of services so they are delivered in a more coordinated and coherent fashion.

I will ensure that the police continue to work effectively with partners to reduce ASB further and that our services are based on the needs of victims, especially vulnerable victims<sup>21</sup>. I welcome the provisions of the new Anti-Social Behaviour Bill which will ensure that victims have a greater say in the punishment of the people responsible for ASB<sup>22</sup>. I have successfully introduced the Community Remedy measure<sup>23</sup> which offers options to police officers to give victims of low-level crime and ASB a say in the punishment of offenders out of court. The Community Trigger enables people to ask the local authority to have their cases reviewed if they have raised concerns and no action has been taken. The legislation arising from the Act has also given the police more powers to prevent and reduce crime and ASB through the use of banning orders and dispersal zones and the Constabulary has used these in line with new ASB legislation and targeted patrols based on improved night time economy patrol plans.

I have provided funding to the Best Bar None (BBN scheme) which has improved the standards of licensed premises so as to ensure a safe environment for the night-time economy. I also fund the majority of the county's Town Pastors schemes which also help to create a safer night-time economy. The Ipswich scheme is also complemented by the Taxi Marshal scheme which I fund which helps vulnerable people to get home safely. I am delighted that the Constabulary and partner agencies work together to

proactively prevent crime and anti-social behaviour, for example, the partnership between the Constabulary and St. John Ambulance to operate the SOS Medical Bus during seasonal periods of high demand.

The introduction of the Constabulary's Operational Partnership Teams has strengthened problem solving with partners. This is supported by an increased use of volunteers within communities (for example initiatives such as Paws on Patrol, volunteers on horseback). This means victims will get justice quickly, and the offender will face immediate and meaningful consequences for their actions. *Other work that I have supported aimed at reducing anti-social behaviour includes a mediation service for residents in the West of the County.*

### ***Making Suffolk Safer: Reducing Violence with Injury, House Burglaries and Robberies***

Comparisons<sup>24</sup> 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 crime prevention actions necessary to achieve reductions will need to be addressed in partnership with others. My Crime and Disorder Reduction Grants can be used to provide financial support to help with these initiatives.

### ***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. I particularly intend to monitor how the force is preventing any incidents of Gang and Youth Violence in Suffolk. 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 were 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 improved processes to ensure better management of cases. I want ensure that victims have the confidence to report such crimes and that have the help they need to cope and recover. Accordingly I have commissioned a broad range of services to victims of serious sexual offences.
- The Constabulary will use countywide operations to target burglary. There will be an investment in greater numbers of detectives into the 'Converter' team (the Converter Team focuses on improving detection rates). Attendance at crime scenes to investigate offences will be enhanced by the recent introduction of volume crime scene investigators.
- Performance in respect of the detection of robberies has now improved and the force is 7<sup>th</sup> in the County in terms of solving crimes. The numbers of robberies recorded have also reduced. Whilst this performance is pleasing to observe, I will continue to place emphasis on these areas to ensure that the improvements are sustainable.
- A serious assault action plan is being developed in order to reduce and detect serious violent offences. The 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. In the last two years I have commissioned a number of services aimed at supporting a safer night-time economy, including a grant of £47k for the county-wide Town Pastors Scheme and grant for the Best Bar None Scheme and the Taxi Marshalling Scheme in Ipswich.
- 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**

My performance assessment framework (see Appendix 1) sets out how I will monitor progress against my police and crime objectives, and how I will satisfy myself that policing in Suffolk is efficient and effective.

## SECTION 3

### **MAJOR INCIDENTS AND CIVIL EMERGENCIES**

The Strategic Policing Requirement<sup>25</sup> (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, serious and organised crime, large scale cyber incidents, child sexual abuse or threats to public order or public safety that cannot be managed by a single police force. As a result of the lessons learned over the past two years child sexual abuse has now been included in the SPR as a new national threat. 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 police and crime plans and hold chief officers to account for delivery of the SPR, which must be proportionate and affordable.

## ***Making Suffolk Safer: Combined resources***

The above arrangements are complemented in Suffolk by comprehensive contingency planning arrangements. The Emergency Planning Forum and the Suffolk Resilience Forum perform a valuable role coordinating the resources of various agencies and local authorities.

The changing pattern of crime now means that there are many specialist activities devoted to helping to keep Suffolk safe. For example, the National Crime Agency (NCA) has both national and international reach and the mandate and powers to work in partnership with other law enforcement agencies such as Suffolk Constabulary. The NCA's mission is to lead the UK's fight to cut serious and organised crime. It provides a 24/7 response by conducting its own operations and providing operational and specialist support to partners' operations, as well as ensuring that UK law enforcement can utilise its collective resources to maximise impact. The benefit of this organisation has meant that a single yet comprehensive picture of serious and organised crime can be captured across the UK.

The NCA is complemented locally by the Eastern Region Specialist Operations Unit (ERSOU) tackling serious and organised crime, and countering the terrorism threat. ERSOU also supplies expert support in a number of specialist areas such as Cyber Crime, Financial Investigation and Asset Recovery Unit, Fraud Investigation Team. The unit is made up of resources from Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk, to identify, disrupt and dismantle organised crime groups impacting on the Eastern Region. The unit comprises of a number of highly specialised teams working closely together and has embedded partners from Her Majesty's Revenue and Customs, UK Border Force, and the National Crime Agency (NCA) working within it. As a consequence, the Eastern Region constabularies (including Suffolk) have been able to elevate complex operations (beyond the operational capacity / specialist capability of their own force) to ERSOU, which in turns frees up our resources to concentrate efforts on our local policing activities. Suffolk contributes £1.4m to the unit and 20 Suffolk police officers are seconded to it.

The unit investigates child sexual exploitation, human trafficking, drug-trafficking, financial crime, cyber crime, violence and firearms offences.

In the financial year 2014/15 the unit made 163 arrests resulting in 95 charges and has disrupted a number of organised crime groups. Sentences totalling 319 years were secured at court – bringing the total number of years to 841 since the unit's inception.

Action Fraud UK is a national fraud and cyber crime reporting centre which provides a central reporting point for all victims of fraud and cyber crime. All fraud cases are passed on to the National Fraud Intelligence Bureau (NFIB) which is overseen by the City of London Police who in turn use the information to build their intelligence about fraud.

More locally our protective services<sup>26</sup>, justice services and business support functions are delivered jointly with colleagues in Norfolk Constabulary. For example, the joining of the Major Investigation Teams from Norfolk and Suffolk Constabularies has created additional resilience across both counties to better meet demand.

These arrangements are complemented in Suffolk by comprehensive contingency planning arrangements such as the Emergency Planning Forum and the Suffolk Resilience Forum which perform a valuable role coordinating the resources from various agencies and local authorities.

These specialist resources, whilst less visible, are a vital element of our integrated model of policing which supports policing in Suffolk, and means that the resources devoted to keeping our communities safe extend well beyond the traditional model of officers and staff employed by Suffolk Constabulary.

I will regularly monitor compliance with the SPR at my Accountability and Performance Panel. The reports will provide reassurance that the requirements are being met by Suffolk Constabulary and any recommendations by Her Majesty's Inspectorate of Constabulary and the College of Policing are being acted upon.

## SECTION 4

### **FINANCIAL AND OTHER RESOURCES**

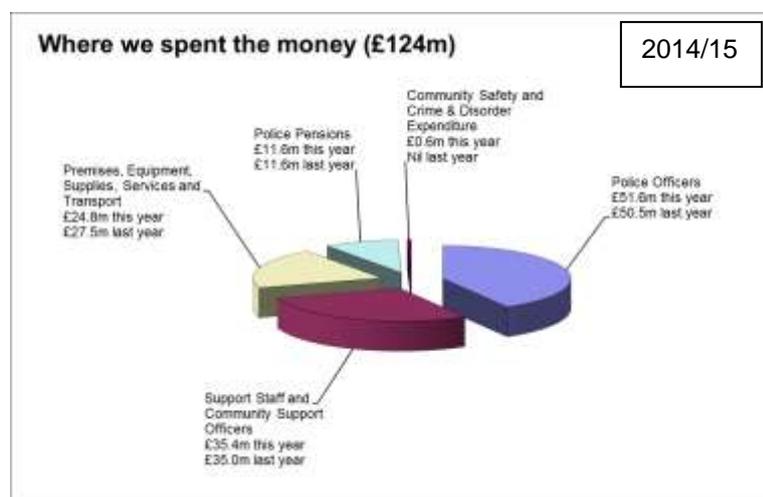
The Police and Crime Plan must highlight the financial and other resources that I will provide to the Chief Constable and others to deliver my objectives. This section provides a summary of my financial plans.

#### *Making Suffolk Safer - Resources*

Suffolk's annual gross revenue budget for 2012/13 was £124.6m, which was the fourth lowest force nationally in terms of costs of policing<sup>27</sup>. To put this into context, if Suffolk were to receive the average level per head of population it would have received 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 the police grant over the last two years to 31 March 2012 the Constabulary had already reduced annual costs by £12m and by 31 March 2014 a total of £16.7m savings had been delivered. In 2013 the Government published its second Comprehensive Savings Review (CSR2). The impact of CRS2 is that the Constabulary must now find savings of around £20m between 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2020.



While being conscious that my decisions on the council tax precept have a long-term effect on the budget, I honoured my election manifesto and in 2013/14 and 2014/15 I accepted the 'Council Tax Freeze Grant' alternative from central government which is equivalent to 1% (£432k) of the total precept levied. This meant I was able to freeze the council tax contributions for policing.

In 2015/16 in order to address the hidden harm agenda I decided to increase the policing element of the council tax to enable me to fund the additional 12 members of investigative staff specialising in the most serious high risk areas such as adult and child abuse, child sexual exploitation and honour based violence.

### How will the savings be achieved?

In order to achieve the further savings a comprehensive savings plan has been developed which aims to deliver the savings through a range of measures comprising

two primary strands – the ‘Norfolk and Suffolk Change Programme’ and the ‘Suffolk Only Change Programme’.

- The Norfolk and Suffolk Change Programme - involves extensive police collaboration with the Eastern Region police forces and Norfolk Constabulary in order to save money and increase effectiveness.
- The Suffolk Only Change Programme will deliver the remaining deficit of £12.903m through restructuring, more efficient and improved working practices and technological advancements.

I will continue with my efforts to drive down costs and reduce unnecessary duplication and bureaucracy. I remain committed to my plan to make more effective use of public assets such as estates. The successes of initiatives such as the co-located shared ASB teams, shared premises with Suffolk County Council and collaboration with Norfolk Constabulary demonstrate the benefits that cooperation and collaboration can achieve. I will continue to explore innovative ways of working with others to deliver improved services to the people of Suffolk while we work to deliver the savings, and I am delighted that the Transformation Challenge Fund bid for £3.35m which was submitted by Suffolk Public Sector Leaders was successful. This award will bring about an exciting transformation programme of work to invest in new ways of collaborative working that support communities, reduce costs and generate benefits for residents. This grant will help keep our county at the vanguard of cross-sector co-operative joint working that will radically improve prospects for residents and businesses alike.

My commitment to delivering a full budgeting review exercise will come to fruition and deliver by the end of 2015/16. I believe this will deliver significant savings for the organisation.

I will listen to ideas from the workforce for saving money and I will ensure the best use is made of technology. I will properly consider all business cases for all contracts/areas of work to ensure they are in the best interests of the people of Suffolk.

## **Information Communications Technology**

Greater investment and use of innovative technology such as Automatic Number Plate Recognition, Mobile Data Technology will equip officers with the technology they need to be more effective in the fight against crime. Our recent investment in major systems such as our new enterprise resource planning system (ERP) and ‘Athena’ are playing an enormous part in helping the organisation manage its resources more efficiently and effectively. Better use of technology means that we will not only greatly enhance our

capability and capacity but it also help us to reduce the demands on police officers so helping to offset the effects of our budget cuts and reductions in the workforce.

## Workforce

As around 78%<sup>i</sup> 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 remain committed to maintaining the numbers of constables and police community support officers (PCSOs) in our neighbourhood teams and the emergency response teams. There will be changes in the numbers of officers in ranks and reductions in staff numbers and while I will continue to do everything possible to maintain front line visible services my investment in specialist resources to tackle ‘hidden harm’ means that these resources cannot always be visible. The representation of our workforce therefore needs to reflect this more sophisticated resourcing model. However I remain committed to doing everything possible to maintain frontline services, whether or not they are visible. I 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	As at 31 March 2014	As at 31 March 2015	As at 31 March 2016 (projected)
Police officers	1246	1166	1200	1207	1144 <sup>ii</sup>	TBC <sup>iii</sup>
Total PCSOs	169	169	169	169	166 <sup>ii</sup>	TBC <sup>iii</sup>
Police staff	971	907	913	912	872 <sup>ii</sup>	TBC <sup>iii</sup>

### Notes

<sup>i</sup> As at April 2013

<sup>ii</sup> In April 2015 a major new Enterprise Resource Planning (ERP) computerised system was implemented. ERP is transforming the way the Constabulary conducts business across the human resources, finance, procurement, duties management and payroll functions. The introduction of ERP aims to deliver £3m savings. At the time of publishing this varied Plan the system is still bedding in and considerable work is ongoing to align the human resources, payroll and duties management data. The introduction of ERP, and the ongoing work developing our plans for delivering the Government’s budget cuts (see <sup>iii</sup> below), will impact on our workforce numbers. Revised workforce data will be therefore published once these two major transformational programmes are finalised.

<sup>iii</sup> Work is currently underway to develop the plans for delivering the Government’s budget cuts of £20.5m. Additionally in December 2015 the Government is expected to announce further budget cuts which will have a further impact on total workforce numbers. I intend to finalise these plans and will publish further workforce data for 2016 and beyond alongside our budget plans by the end of 2015.

I am disappointed that the numbers of special constables has reduced from 307 specials to 234. Special constables perform an important role in policing. They increase organisational resilience and the additional skills and experience that they bring 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. We will work to increase our numbers of special constables and we will continue to investigate how we can use special constables more innovatively in ways that take full advantage of the wealth of skills and which could be harnessed for the greater good of our communities. We also have over 450 volunteers and there is provision for 25 jointly funded PCSOs.

Flatter management structures and efficient use of resources will be vital as we work to deliver 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.

I will continue to carefully examine the HMIC value for money profiles to ensure that the Constabulary is providing good value for money, and will hold the Chief Constable to account in respect of any areas that give cause for concern.

During this period of downsizing and restructuring we must continue to address the things that matter most to our communities to secure their confidence and trust. Our workforce profile therefore needs to be reflective of the communities we serve. We will continue to encourage applicants from all sections of our communities for roles with Suffolk Constabulary and we will use various initiatives to achieve this.

### **Our commitments to our officers and staff**

Despite having one of the smallest workforces of all forces, our officers and staff are highly motivated and experienced. Both the Chief Constable and I recognise that maintaining morale *is* a significant leadership challenge for us as we continue to drive down costs to deliver the required savings. As we navigate these challenging times the Chief Constable and I make a number of commitments to our officers and staff:

- We will value the contribution of our officers and staff.
- We will ensure that our workforce has a voice through the various consultation mechanisms and that views are listened to.

- We will make decisions in an open and transparent manner and in accordance with the nine policing principles set out in the College of Policing Code of Ethics – Accountability, Integrity, Fairness, Honesty, Leadership, Objectivity, Openness, Respect and Selfishness.
- We will do all we can to make officers and staff feel valued and provided with the equipment, training and development that is essential for them to perform their roles.
- We will regularly meet with officers and staff (e.g. informally at their place of work, specially arranged events (roadshows, etc.) and meetings between the PCC and staff representatives, etc).
- Where reductions in police staff are unavoidable, wherever possible we will aim to retain and redeploy staff within the organisation.

## 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, and the National Audit Office recently recognised that the proportion of saving delivered through collaboration in Suffolk was 2<sup>nd</sup> highest of all forces. This demonstrates our commitment to increasing efficiency through collaboration and partnerships.

Collaboration is an excellent way of improving efficiency and effectiveness and achieving economies of scale. 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.

Our collaboration programme with Norfolk Constabulary, which was described by Her Majesty's Inspectorate of Constabulary as 'one of the most ambitious and well planned in the country', has already realised substantial savings. The implementation is already well advanced and collaborations have already been agreed for various areas of business, including:

- **Regional Collaboration.** For example, Eastern Region Special Operations Unit, Disaster Victim Identification Recovery, delivery of public order training, Automatic Number Plate Recognition, and Project Athena (a seven force consortium to implement a single crime recording, intelligence, custody and case management ICT system).

- **Collaboration between Suffolk and Norfolk Constabulary.** Collaborated functions already in place are Protective Services, Justice (including criminal justice services, custody and custody investigation), six Police Investigations Units, Integrated Offender Management, Cyber Crime Unit and several support functions.
- **Collaboration with other partners.** Shared ownership and occupancy of Landmark House with Suffolk County Council, shared premises for Safer Neighbourhood Teams, and shared occupation of stations with Suffolk Fire and Rescue Service, with more being developed.

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 set out 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, the shared service with Suffolk County Council at Landmark House, shared fire and police stations and ensuring bases for every Safer Neighbourhood Team. We will continue to build on this excellent work and I aim for our Safer Neighbourhood Teams to remain accessible in the heart of our communities throughout the county.

In order to preserve the highest possible service delivery levels it is vital that overheads are as low as possible. Our building estate will be reviewed and rationalised to further drive costs down and improve efficiency and effectiveness. Where appropriate the work with partners to reduce costs through shared premises solutions will continue to feature in our vision for the future.

## **Future Challenges and Risk**

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 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 College of Policing and increased demand emanating from criminal justice reforms;
- Meeting strategic estates requirements.

These are turbulent financial 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. Continuous change and improvement is now a way of life for all organisations and we must constantly adapt to our changing environment. We must also monitor and manage the risks that this presents.

### **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, the Port of Felixstowe Dock, Newmarket Racecourse and Wattisham Airbase create policing pressures. Through the planned national review of the police funding formula, scheduled during 2013/14, I will continue to lobby for a fairer share of the resources for the people of Suffolk.

The police should receive appropriate payment if they have provided policing services to other public sector bodies. A review of these arrangements has been undertaken and revised arrangements have been implemented which represent better value for money for Suffolk taxpayers.

## SECTION 5

### COMMISSIONING

Police and Crime Commissioners can commission services that:

- a) secure, or contribute to securing, crime and disorder reduction in Suffolk;
- b) are intended to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour<sup>28</sup>.

In applying this provision, I will ensure that the services commissioned are also consistent with the Suffolk Police and Crime Plan 2013 – 2017.

Since my election my commissioning provision has been as follows:

#### **2013/14**

2013/14 -Total Crime and Disorder Reduction Grant fund	£ 700,000
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#### **2014/15**

2014/15 -Total Crime and Disorder Reduction Grant fund	£ 700,000
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2014/15 Ministry of Justice Victims' Commissioning Grant	£ 253,096
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2014/15 Ministry of Justice Victims' Preparatory Fund	£ 269,278
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2014/15 Ministry of Justice Victims' Competed Grant Fund	£ 263,025
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<b>Total</b>	<b>£1,485,399</b>
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#### **2015/16**

2014/15 Total Crime and Disorder Reduction Grant fund	£ 700,000
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2015/16 Total Victims Commissioning Grant fund	£ 920,406
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<b>Total</b>	<b>£1,620,406</b>
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## My plans for grants in 2015/16:

My commissioning intentions for 2015/16 include the following<sup>i</sup>:

<b>Grant</b>	<b>£1,620,406</b>
Independent Domestic Violence Advisory Service	£ 407,577
Victims Assessment and Referral Centre	£ 293,867
Restorative justice hub	£ 19,977
Domestic Violence Services (Waveney)	£ 15,000
Domestic Violence Services (Suffolk Coastal)	£ 15,000
Rape crisis service (Waveney)	£ 6,080
Domestic Violence Services	£ 40,378
Domestic Violence Crisis Worker	£ 10,772
Town Pastors - countywide	£ 47,000

The award of all grants is based on robust business cases which clearly set out the success criteria (e.g. intended outcomes, milestones, risks, etc.) and how the initiative for which funding is sought will deliver clear and measurable outcomes against my Police and Crime Plan objectives.

All grant recipients report on the outcomes and progress of projects. Depending on the nature and amount of the grant recipients may also be required to report to my public accountability meetings (e.g. Accountability and Performance Panel).

Details of my approach to commissioning and commissioning grants are set out at Appendix 2 and 3. This sets out the arrangements of publishing details of my grants on the website and the conditions of award relating to each grant.

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<sup>i</sup> As at June 2015

## 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 community groups.
- I will regularly obtain the views of the people of Suffolk and victims of crime. Given that partners and the VCSE sector have strong links within diverse communities I will also explore the possibility of undertaking joint consultation.
- 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 regularly engage with partners and the VCSE sector through either formal or informal mechanism.
- 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.
- I will regularly engage and consult with officers and staff, and their representatives (Police Federation, Superintendents' Association and Unison).

## 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.

## SUFFOLK POLICE AND CRIME COMMISSIONER

### POLICE AND CRIME PLAN 2013-2017

### PERFORMANCE ASSESSMENT FRAMEWORK

#### SECTION 1

Demands on policing will always exceed available resources and the current economic climate presents greater challenges than ever; this increases the emphasis on the efficient and effective use of resources. As I look to the future I am convinced that the collective power of public and private sector partners, the VCSE sector, businesses and our communities all working together will be vital if we are to satisfy demand. I am accountable to my electorate who will judge whether I am delivering on my police and crime objectives. In turn I must hold the Chief Constable to account for the delivery of an efficient and effective police service and the extent to which my police and crime objectives are being achieved.

#### **Arrangements for monitoring progress against the Police and Crime objectives**

I will regularly monitor progress against my police and crime objectives. In consultation with the Chief Constable and my partners, each of my objectives has been translated into performance measures or key areas of work which will indicate how well my objectives are being achieved. Many will also be supported by specific action plans setting out the various activities that must be undertaken if the objective is to be achieved.

The Chief Constable will report on performance against my Police and Crime Plan via monitoring reports at bi-monthly public meetings of my Accountability and Performance Panel. These reports will include a range of information relating to policing, human resources (e.g. workforce profiles, gender, diversity, etc.), finance, and complaints statistics etc., and will help me to satisfy myself that policing in Suffolk is efficient and effective. The reports will be published on my website.

I will hold the Chief Constable to account for addressing performance against each of the Policing Performance Measures (see page 39). The baseline from which I expect improvement is the average over the *previous* three year period. This will provide an indication of how we are improving against typical recent performance.

I will publish regular reports, including an annual report, so that the people of Suffolk can judge how well my police and crime objectives are being met. To provide context, I will also publish performance against the previous year and show comparison with the group of other police forces that are most similar to Suffolk, known as the 'most similar

group' (MSG). Relevant data from the Crime Survey for England and Wales will also be published.

Recipients of grants will be held to account for progress and delivery *against the proposed outcomes via various means, to be agreed with the grant recipient (including meetings of the Accountability and Performance Panel which are open to the public)*. I will monitor progress to ensure that projects/initiatives are delivering against the agreed success criteria (e.g. clear and measureable outcomes, risk, timescales and milestones, performance measures etc.). Details of all grants and monitoring reports are published on my website.

### **Strategic Policing Requirement (SPR)**

I will hold the Chief Constable to account for compliance with the international/national Strategic Policing Requirement (SPR) and in particular the five areas of capacity, contribution, capability, consistency and connectivity (as set out in Part B of the SPR). The Accountability and Performance Panel will monitor compliance with the SPR twice yearly and arrangements are currently being developed.

## PERFORMANCE MEASURES<sup>i</sup>

### POLICE PERFORMANCE MEASURES

I will hold the Chief Constable to account for performance against the police performance measures detailed below.

#### OBJECTIVE 1 – RESPONDING

<b>Call Handling</b>	To answer a minimum of 90% of emergency calls within 10 seconds
<b>Emergency response</b>	To respond to at least 90% of emergency incidents within 15 minutes (in urban areas) and 20 mins (in rural areas)

#### OBJECTIVE 2 –SOLVING

<b>Violence with injury</b>	Improve the solved rate for violence with injury
<b>Domestic Burglary</b>	Improve the solved rate for domestic burglary
<b>Robbery</b>	Improve the solved rate for robbery
<b>Serious sexual offences</b>	Improve the solved rate for serious sexual offences
<b>Drug trafficking</b>	Improve the solved rate for drug trafficking

#### OBJECTIVE 3 - PREVENTING/REDUCING

<b>Violence with Injury</b>	Reduce the number of violence with injury offences
<b>Domestic Burglary</b>	Reduce the number of domestic burglary offences
<b>Robbery</b>	Reduce the number of robbery offences
<b>Anti-social behaviour</b>	Reduce the number of ASB incidents

#### OBJECTIVE 4 – CARING

<b>Victim satisfaction</b>	Improve the level of satisfaction of victims of crime with the overall service provided to them
	Improve the level of victim satisfaction with 'follow up'
<b>Repeat Victimisation</b>	To reduce the percentage of 'repeat' <sup>ii</sup> victims of domestic abuse crimes/incidents

i Where appropriate these performances measures and initiatives will be supported by detailed Action Plans

ii To reduce the percentage of victims of domestic abuse crimes/incidents, who suffer a repeat offence in the 12 months following designation as a 'repeat victim' to below the average of the last three years.

## OBJECTIVES 3 & 4

Objectives 3 and 4 are also underpinned by the below key areas of work that police and/or partners can undertake for which grants may be awarded. Applications will be assessed on their potential to contribute to my Police and Crime Objectives and I will monitor the extent to which the agreed success criteria (e.g. clear and measureable outcomes, risk, explicit timescales, milestones, performance measures, etc.) are being achieved. My performance assessment arrangements will specify details of the parties that I will hold to account. These will ordinarily be the recipients of grants.

In partnership with other agencies:

- Reduce re-offending by:
  - Supporting Integrated Offender Management to tackle prolific and priority offenders
  - Diverting people from the criminal justice system by assessing needs and early intervention.
- Prevent the damaging effects of drugs and alcohol on lives, crime levels and the night-time economy by:
  - Reducing dependence on drugs and alcohol
  - Interventions with offenders where crime is caused by substance misuse
  - Raising awareness of responsible alcohol use
  - Tackling excessive drinking with robust policing and licensing
  - Interventions to reduce inter-generational drugs/alcohol use
- Vulnerable Families:
  - Providing families most in need with support to make positive changes and foster personal responsibility
  - Early engagement and intervention with parents
- Provide high quality services to victims
  - Improving the levels of satisfaction of victims of crime and ASB
  - Applying the Constabulary's code of practice for victims
  - Improve inter-agency working to enable easier access to victims services (particularly vulnerable victims)
  - Protecting people from repeat victimisation
  - Supporting the introduction of the Multi-Agency Safeguarding Hub
  - Progressing the Suffolk Prostitution and Sexual Exploitation Strategy
- Deal with domestic and sexual abuse
  - Ensuring a joined up approach to prevent and respond to domestic, sexual abuse and "honour" based abuse across statutory and voluntary services
- Create a safer environment for road users
  - Road safety initiatives
  - Enforcement activity
- Support effective community safety or crime prevention activity
  - Crime prevention initiatives aimed at reducing crime or ASB
  - Initiatives with crime prevention partners
  - Raising the awareness of personal safety amongst young people
- Reduce Anti-Social Behaviour
  - Reviewing minimum standards across agencies in dealing with victims of ASB.
  - Reviewing ASB processes (including how effectively we deal with repeat victimisation)
  - Initiatives to prevent ASB arising and escalating.
- Engage with businesses to impact on business crime
  - Regular consultation and communication with businesses to prevent business crime
  - Providing advice to businesses to help them protect themselves from crime
  - Acting on the concerns of businesses
  - Working with partners such as Trading Standards, Environmental Health on business crime issues
- Improve trust and confidence in the criminal justice system
  - Improving levels of confidence
  - Supporting victims and offenders to understand and engage with restorative justice processes
  - Ensuring appropriate sentencing and deterrents



## APPROACH TO COMMISSIONING OF SERVICES FOR VICTIMS OF CRIME

### Section 1 – Introduction

1. This document sets out the approach taken to the commissioning of local victims' services<sup>vi</sup>. The approach set out is consistent with the mandatory requirements relating to victims' services and in particular the new Code of Practice for Victims of Crime<sup>vii</sup> which establishes minimum standards of services to be provided to victims of criminal conduct by criminal justice organisations in England and Wales.

### Section 2 - Victims of Crime

2. The MoJ Code of Practice for Victims of Crime defines a victim as:
  - *a person who has suffered harm, including physical, mental or emotional harm or economic loss which was directly caused by criminal conduct;*
  - *close relatives of a person whose death was directly caused by criminal conduct.*
3. Victims are entitled to access services regardless of whether:
  - the crime has been reported;
  - the victim cooperates with the investigation;
  - anyone has been charged or convicted of an offence relating to the criminal conduct.

### Section 3 – Identifying the needs of victims of crime

4. Decisions on the services to be commissioned will be informed by following information:
  - Suffolk PCC Local Policing and Crime Survey 2013.
  - Victims' Survey 2014 – commissioned from Victim Support by the Suffolk PCC.
  - Suffolk Constabulary – Interim Strategic Needs Assessment.

<sup>vi</sup> Section 143 of the Anti-social Behaviour, Crime and Policing Act 2014 provides that PCCs may provide, or arrange for the provision of, services to help victims, witnesses, or other persons affected by offences or anti-social behaviour. Consequently the majority of victims' services are now commissioned locally by Police and Crime Commissioners (PCCs).

<sup>vii</sup> Code of Practice for Victims of Crime. Ministry of Justice, October 2013  
Page 44

- Victim Support thematic study “Listening and Learning: Improving Support for Victims in Suffolk”(2012).
  - Research commissioned by the Suffolk Police and Crime Commissioner (PCC) regarding the experiences of victims of domestic violence with the criminal justice system.
  - Research on Domestic Violence ‘Unmet Need’ commissioned in 2014 by the County Domestic Abuse Forum and funded by the Suffolk PCC.
  - ‘Suffolk Health and Wellbeing Board – Joint Strategic Needs Assessment’ (as relating to the Sexual Assault Referral Centre ‘SARC’). 2014.
  - Suffolk Constabulary’s performance against the Suffolk PCC’s Police and Crime Plan.
  - Research carried out for the Ministry of Justice (MoJ) Competed Funds exercise conducted in Summer 2014.
  - Knowledge and experience gained as a result of the award of grants from the PCC’s Victims’ Preparatory Fund.
  - Knowledge and experience developed as a result of the award of Crime and Disorder Reduction Grants to victims’ services providers.
  - Findings and/or recommendations of Her Majesty’s Inspectorate of Constabulary regarding the quality and standards of service that Suffolk victims of crime receive.
  - Local Criminal Justice Board Victims and Witnesses Sub Group Gap Analyses regarding the extent to which agencies are satisfying their responsibilities in relation to the Code of Practice for Victims of Crime.
  - Other information regarding services provided to victims of crime (e.g. reports to Suffolk Constabulary, consultation with victims, etc.).
5. The commissioning process therefore endeavours to ensure that all victims of crime are able to access a service that is appropriate to their needs.
6. The above exercise also supports an understanding of the services available to victims of crime and any gaps or duplication of services.

### **Section 3 - Commissioning of services for victims of crime**

7. Services will be commissioned on the basis of the outcomes it will deliver (e.g. supporting victims to ‘cope’ with the immediate impacts of crime and ‘recover’ from the harm experienced). The conditions of award for every grant will specify the proposed outcomes for the service along with any additional output measurements which will be helpful for providing an overall picture as to the effectiveness of interventions as well as the level of demand across the county.

8. Commissioning of services will therefore be prioritised as follows:

- Initial referral, assessment and support (following referral from the police and other agencies, and self-referral).

This service will be provided by a Victim Assessment and Referral Centre (VARC). In many instances this initial support will satisfy victims' needs and help them cope and recover without further intervention. Following referral by the police (and/or other agencies, or self-referral) the VARC will, within 24 hours, make contact with the victims of specific crime categories to offer support. Where appropriate the VARC will assess victims' needs and if considered necessary, and with the victim's agreement, an onward referral will be made to a specialist victims' service provider who is able to support them and help them cope and recover.

- Enhanced services

The MoJ Code of Practice for Victims of Crime requires that in addition to the initial referral and assessment services for victims, enhanced levels of service, (e.g. specialist support) should also be made available to the following victims of crime:

- *victims of the most serious crime;*
  - *persistently targeted victims and vulnerable; and*
  - *intimidated victims.*
- Other services as determined necessary by the Office of the Police and Crime Commissioner depending on local circumstances.

9. Enhanced services

10. In 2014/15 in response to evidence identifying that there was a significant unmet demand for services for victims of domestic violence and serious sexual offences, all of whom are entitled to enhanced services, the PCC awarded a number of grant to victims' services bodies to help build capacity and capability in these vital services across the county. One such area was that of the provision of Independent Domestic Violence Advisors (IDVAs). IDVAs are responsible for supporting high risk victims of domestic violence. As a consequence the PCC will commission a new county wide service commencing in 2015. The commissioning of this service for highly vulnerable victims means that a vast proportion of the victims' services budget will be committed to this desperately needed service.

11. The PCC's commissioning intentions will be informed by the process described at Section 2, and will be primarily aimed at (a) fulfilling the requirement to provide services for victims who

are entitled to enhanced services, and (b) addressing any gaps in service provision. Commissioning decisions will be made on the basis of those which are considered to have the greatest likelihood of delivering the best possible outcome, in terms of helping victims to cope and recover from their experience. Services will be commissioned via an open, competed process or through the award of a victims' services grant.

12. In addition to the criteria set out above service providers who can fulfil the below criteria will be welcomed:

- **Innovation** - an innovative approach to delivering victims' services;
- **Working in partnership/collaboration** - working in partnership or collaboration with one or more additional victims' services providers;
- **Hard to reach/hear groups** – services that are aimed at supporting victims from hard to reach/hear groups;
- **Gaps in services** – services that will address an unmet need/gap in services.

13. Commissioning decisions will be published on the PCC's website ([www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk)).

#### **Section 4 - Monitoring of services**

14. Performance of service providers will be regularly reviewed and monitored against the proposed outcomes/outputs. Where appropriate, services will be assessed using the perceptions of victims of crime in terms of their satisfaction with the services and the extent to which they have been supported to cope and recover. Value for money and efficiency will also feature in the evaluation of services and commissioning of services. All monitoring reports will be published on the PCC's website.

15. The PCC will regularly consult with other stakeholders regarding their views on the effectiveness of victims' services in Suffolk.

<b>Crime and Disorder Reduction Fund - 2013/14 (Total fund = £700,000)</b>	<b>£696,151</b>
Babergh Community Safety	£16,763
Babergh Street Watch	£1,860
Babergh West Community Speedwatch	£200
Drug Testing on Arrest – Suffolk Constabulary	£25,000
Felixstowe Volunteer Coast Patrol Rescue Service	£15,000
Children Engagement – Lowestoft	£170
Ipswich Community Safety Partnership	£51,783
Ipswich ‘Best Bar None’ project	£5,000
Ixworth Street Sports	£500
Lowestoft Neighbourhood Watch	£260
Motorcycle Progress Training	£1,486
Needham Market Neighbourhood Watch - SpeedWatch	£725
Suffolk Positive Futures	£85,000
Princes Trust	£15,000
Public Health YPSM	£47,507
Public Health DIP	£146,730
Safer Suffolk Partnership Board	£44,153
Southwold CCTV	£4,000
Suffolk Coastal Community Safety Partnership	£20,656
Suffolk Rape Crisis	£10,000
Taxi Marshalling Scheme in Ipswich	£4,950
Waveney Community Safety Partnership	£31,933
Waveney Domestic Violence Forum	£12,000
Western Suffolk Community Safety Partnership	£55,475
Youth Offending Service	£45,000
Youth Offending Service Triage	£55,000
<b>Crime and Disorder Reduction Fund – 2014/15 (Total fund = £400,000)</b>	<b>£319,377</b>
Access Community Trust, Youth Outreach – Lowestoft	£4,532
Ipswich Best Bar None	£5,000
East Coast Recovery – Lowestoft	£25,000
Felixstowe Volunteer Coast Patrol Rescue Service	£10,000
Friday Night Football – Suffolk Positive Futures	£441
Neighbourhood Watch Signage	£3,000
New Orford Town Trust CCTV	£2,660
Public Health	£97,119
Rotary Youth Leadership (RYLA)	£4,800
Suffolk Coastal and Waveney Community Safety Partnership, Y-B-Yz	£3,000
Suffolk Positive Futures	£85,000
Suffolk ROSPA Advanced Motorcyclists (SRAM) Crash card	£1,325

Ipswich Taxi Marshalls	£5,000
Town Pastors – Suffolk	£47,000
Waveney District Council (Community Safety Partnership ), Summer Activities	£500
Youth Offending Service, Challenge for Change (50% of total grant of £50,000)	£25,000

**Safer Suffolk Fund 2014/15 (Total fund = £300,000) £197,739**

Castle Community Radio Community Interest Company	£200
Ipswich CSV Media	£10,704
Ipswich Housing Action Group	£18,663
Suffolk Mind	£15,420
Access Community Trust	£12,657
Catch22	£13,040
Anglia Care Trust	£20,000
Bury St Edmunds Women's Aid Centre	£1,999
Papworth Trust	£18,060
Red Rose Chain	£16,893
Suffolk Rape Crisis	£14,000
Havebury Housing Partnership	£1,350
Mentis Tree (Acorn counselling)	£15,800
Ormiston Families	£18,953
Waveney Domestic Violence and Abuse Forum	£20,000

**Ministry of Justice Victims Preparatory Grant (Total fund = £269,278) £270,944**

Victim Support Victims Survey	£1,281
University Campus Suffolk Academic Research (two projects)	£40,000

Waveney Domestic Violence & Abuse Forum – ‘Who's In Charge’, Rape Counselling, Computer Database and Caring Dads Programme	£20,000
Hate Crime Partnership - Third Party Reporting Centre for victims of hate crime	£35,000
Compassion – support and advice for victims and domestic abuse	£12,000
Lighthouse Women’s Aid - Crisis Support Worker	£8,500
Tonic Consultancy – preparation for commissioning of regional Victims Assessment and Referral Centre	£10,000
Lighthouse Women’s Aid – Court based IDVAs	£25,100
Waveney Domestic Violence & Abuse Forum - Trauma Therapy	£3,500
IDVA Service Start up costs	£62,594

**Restorative Justice**

Youth Offending Service, Challenge for Change (50% of total grant of £50,000)	£25,000
Victim Support RJ Hub (58% of total grant of £47,946)	£27,969

**Ministry of Justice Victims' Services Grant (Total fund = £253,096) £253,096**

Waveney Domestic Violence and Abuse Forum – Co-ordinator	£5,000
Independent Domestic Violence Adviser Service – Lighthouse Women’s Aid	£62,698
Suffolk Refugee Support: Female Genital Mutilation	£3,000
Lighthouse Crisis Worker – Support for victims of domestic abuse	£7,695

Tonic Consultancy – Preparation for regional Victims’ Assessment and Referral Centre	£10,000
Raedan Trust: Phoenix Counselling Service for victims of crime	£25,000
Anglia Care Trust - Male victims support, Domestic Violence Workshops, Financial Advice Service	£17,328
Survivors in Transition - Support to Adult Victims of Childhood Sexual Abuse	£15,000
Fresh Start New Beginnings - Support to Children and Young people who are victims of sexual abuse	£30,000
Compassion – Support and advice for victims of domestic abuse	£30,000
Lighthouse Women's Aid: equipment, materials and training for children's counselling	£2,375
Butterfly Community Interest Company - Therapeutic Programmes to Support Adult Survivors of Childhood Sexual Abuse	£15,000
Waveney Domestic Violence and Abuse Forum – Support and advice for victims of domestic abuse	£30,000
<b>Ministry of Justice Victims Competed Fund (Total fund = £263,025)</b>	<b>£263,025</b>
Pain and Anxiety Distraction System for Child Victims – Sexual Assault and Referral Centre	£12,000
Specialist Support for Black and Minority Ethnic Women Fleeing Domestic Violence (Pheobe)	£34,926
Specialist Counselling Service for Women, Young People and Children (Lighthouse Women’s Aid)	£35,000
Specialist Support for Adult Survivors of Childhood Sexual Abuse (Survivors In Transition)	£26,880
Specialist Support in Waveney to Support Children and Young People who are Affected by Domestic Abuse (Victim Support)	£38,247
Therapeutic Group Programmes for Adult Survivors of Childhood Sexual Abuse	£19,040
Therapeutic Services for Victims of Sexual Abuse Aged 12-18 (Fresh Start - New Beginnings)	£29,460
Advice and Guidance Sessions for Male Victims of Domestic Abuse (Anglia Care Trust)	£9,921
Workshop Sessions for Vulnerable Young Victims of Domestic Abuse (Anglia Care Trust)	£26,021
Special Financial Drop-in Services for Victims of Domestic Abuse (Anglia Care Trust)	£13,347
Norfolk and Suffolk Constabularies - Video Link	£18,183

## SOURCES AND REFERENCES

- 1 A Police and Crime Commissioner was introduced in all police force areas in England and Wales (except in London where the Mayor of London has taken on the powers of a PCC in relation to the Metropolitan Police). PCCs will give the public a voice at the highest level, and give the public the ability to ensure their police are accountable. They aim to cut crime and have a statutory responsibility for ensuring an effective and efficient police service within the force area.
- 2 Local Policing Survey 2012.
- 3 Latest available data recorded between 1 April 2012 and 17 March 2013.
- 4 Suffolk Constabulary County Policing Command Performance Priorities Summary - 1 April 2012- 17 March 2013.
- 5 Suffolk Constabulary County Policing Command Performance Priorities Summary - 1 April 2012- 17 March 2013.
- 6 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- 7 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- 8 Multi Agency Safeguarding Hub (MASH) ...
- 9 Police and Crime Plan (version 1) published in April 2013.
- 10 Victim Satisfaction Survey 2012/13.
- 11 Listening and learning: Improving support for victims in Suffolk.
- 12 'Out in the Open - What victims really think about community sentencing. Published by Victim Support & Make Justice Work, 2012.
- 13 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.
- 14 Hate crime involves any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a personal characteristic. The definition covers five main strands, in particular - disability, gender-identity, race, religion or faith and sexual orientation.
- 15 Local Victim Survey – July 2012.
- 16 Institute of Alcohol Studies Alcohol and Crime. Alcohol Factsheet. 2010.
- 17 Local Policing Survey 2012/13 & Joint Strategic Assessment Process 2012.
- 18 Her Majesty's Inspectorate of Constabulary - 'What's the best thing the police can do to reduce crime' 2013.
- 19 Local Policing Survey 2012/13.
- 20 Suffolk Constabulary County Policing Command Performance Priorities Summary - 1 April 2012- 17 March 2013.
- 21 Draft Anti-Social Behaviour Bill. December 2012.
- 22 Damian Green, MP. Speech. 23 October. New duty on PCCs.
- 23 Draft Anti-Social Behaviour Bill. December 2012.
- 24 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- 25 Section 77 of the Police Reform and Social Responsibility Act 2011 introduced a requirement for the Home Secretary to publish a Strategic Policing Requirement.
- 27 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- Protective Services includes serious and organised crime; major crime (such as serial murders); critical incidents (events that significantly impact on public safety; civil contingencies (natural threats or disasters); public order, roads policing (e.g. the use of the roads by criminals); protecting vulnerable people (domestic abuse, missing persons, child abuse, management of violent and sexual offenders) and counter- terrorism.

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# POLICE AND CRIME PLAN FOR SUFFOLK

