

ORIGINATOR: HEAD OF POLICY

DECISION NUMBER: 10 - 2022

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

SUBJECT: POLICE AND CRIME PLAN 2022-2025

SUMMARY:

The Police Reform and Social Responsibility Act 2011 requires that a Police and Crime Commissioner (PCC) for a police area must issue a Police and Crime Plan within the financial year in which each ordinary election is held.

This report presents the Police and Crime Plan 2022-2025 for approval.

RECOMMENDATION:

It is recommended that the PCC i) approves the Police and Crime Plan 2022-2025 and ii) approves the Police and Crime Plan Performance Framework, for publication, and iii) delegates responsibility to the Chief Executive of the OPCC for any necessary amendments to the Performance Framework.

APPROVAL BY: PCC

The recommendation set out above is agreed.

Signature:



Date: 17.02.22

DETAIL OF THE SUBMISSION

1. INTRODUCTION

- 1.1 Section 5(1) of the Police Reform and Social Responsibility Act 2011 provides that a police and crime commissioner for a police area must issue a Police and Crime Plan within the financial year in which each ordinary election is held.
- 1.2 The Police Reform and Social Responsibility Act 2011 requires that the views of local people are obtained, and that the Chief Constable is consulted on the development of the Plan. The Act also requires (s5(6c)) the PCC to send a draft of the Police and Crime Plan to the Police and Crime Panel to enable the Panel to review the Plan and make recommendations.

2. DEVELOPMENT OF THE POLICE AND CRIME PLAN 2022-2025

- 2.1 A draft of the Police and Crime Plan was shared and discussed with members of the Police and Crime Panel in September 2021, prior to the public consultation upon the Plan. The Panel's comments led to some changes prior to the consultation period, other issues raised have been considered alongside the wider consultation analysis.
- 2.2 The Chief Constable has been fully involved during the development of the Plan. Consultation with responsible authorities (as defined by the Crime and Disorder Act 1998) began in September 2021 and a formal public consultation period ran from 18 October to 22 November 2021 to enable comments upon the Plan and views about policing. The consultation analysis was presented to the Police and Crime Panel at its meeting on 28 January where the draft Plan was presented for approval.
- 2.3 The Police Reform and Social Responsibility act states that
A police and crime panel must—
(a) *review the draft police and crime plan, or draft variation, given to the panel by the relevant police and crime commissioner in accordance with section 5(6)(c), and*
(b) *make a report or recommendations on the draft plan or variation to the commissioner.*
- 2.4 The Panel made the following report:

On 28 January 2022, the Suffolk Police and Crime Panel considered the PCC's draft Police and Crime Plan for Suffolk for 2022-2025. Eleven of the Panel's 13 members were present.

The agenda and papers for the Panel meeting are available on the Suffolk County Council website. The PCC's Decision Papers are available on the PCC's website (PCC Decisions 2022); reference 2-2022.

The papers published for the Panel meeting included suggestions raised previously by the Panel during a workshop held on 15 September 2021 where an early draft of the Plan was considered.

Panel members made comments and asked questions of the PCC in relation to:

• reports from the Constabulary, and officer attendance, at Town and Parish Council meetings;

- *other forms of communication with the public;*
- *the wide focus of the Plan and responses to the consultation;*
- *speeding in rural areas;*
- *police staffing (both paid and voluntary) and staff turnover; and*
- *alignment of the Plan with the Chief Constable's 3-year strategic plan.*

The Panel did not make any further recommendations on the content of the Plan, but noted that the Performance Framework, which would be published alongside the Plan, would be considered by the Panel in due course, as Members had a particular interest in reviewing the performance measures which would evidence the Plan's implementation.

This Report is published as the Panel's formal report on the PCC's draft Plan.

- 2.5 The Police Reform and Social Responsibility Act 2011 requires the Police and Crime Commissioner to review the plan in light of any report or recommendations made to the commissioner by the relevant police and crime panel under section 28.
- 2.6 The final Plan is attached for PCC approval (alongside the associated Performance Framework).
- 2.7 The Performance Framework was referenced in the Police and Crime Plan approved by the Police and Crime Panel, but the detail was not included in the papers to the Panel. The Framework provides additional transparency with regard to the reports to the PCC's Accountability and Performance Panel to monitor the delivery of the activity within the Plan. The Performance Framework also sets out relevant deadlines for activity which will be taken forward by the Office of the Police and Crime Commissioner. Amendments will be made to the Performance Framework, as necessary, during the lifetime of the Plan.

3. SERVICE AND FINANCE IMPLICATIONS

- 3.1 There will naturally be service and financial implications associated with the operational delivery of activities set out in the plan and these will continue to be monitored and assessed throughout the life of the Plan. Many of the national workstreams which could impact delivery of the plan have been referred to in the 'setting the scene' sections of the Plan.

4. RISK

- 4.1 There are no applicable risks currently, but the delivery of the Plan extends over three-year period so this will be kept under review.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	YES
Has the PCC's Chief Finance Officer been consulted?	YES
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	YES
Have human resource implications been considered?	YES
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
Have all relevant ethical factors been taken into consideration in developing this submission?	YES

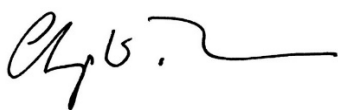
In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

APPROVAL TO SUBMIT TO THE DECISION-MAKER

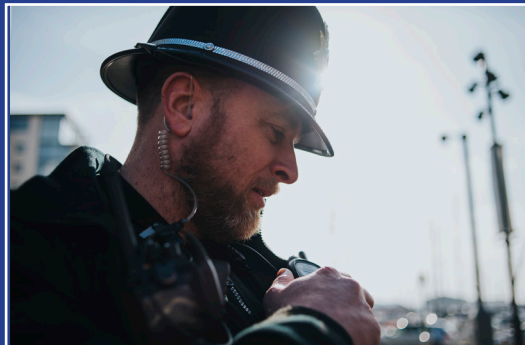
Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

Signature:



Date: 17.02.22



Police and Crime Plan 2022-2025



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Foreword by PCC and Chief Constable



Tim Passmore

Police and Crime Commissioner for Suffolk

This Police and Crime Plan sets the direction for policing in Suffolk for the next three years; it is a bespoke strategic plan for the county, tailored to the needs of Suffolk and the communities served by the Constabulary.

I would like to thank all the individuals, organisations and businesses who gave their views on the direction I am setting for policing in Suffolk. I can assure you all comments received through the consultation on the draft plan were considered.

The national policing landscape has been dramatically impacted by COVID 19, with greater pressures on the national economy and the criminal justice system than ever before. While extremely challenging, the pandemic

has brought opportunities for recovery and improvement. It has forced us to re-consider our relationship with technology to continue tackling criminality. I am proud of the way that Suffolk Constabulary has handled its role of being a community guardian at a time when tensions were high.

My plan reflects the national direction as outlined in the Government's Beating Crime Plan, which proposes improvements across policing and criminal justice. A particular joint area of focus is tackling and preventing serious violence. I am committed to continuing the multi-agency approach to reducing violence, tackling associated drug supply and preventing exploitation of young people.

Steve Jupp

Chief Constable, Suffolk Constabulary



Suffolk is a safe place and the Constabulary and its people are totally committed to ensuring the county becomes an even safer place in which to live, work, travel and invest.

The Commissioner's Police and Crime Plan is an important and comprehensive document which outlines the priorities for Suffolk Constabulary on behalf of the public.

It is my job to ensure the Constabulary delivers the plan's objectives alongside the national strategic policing requirements, recommendations from HM Inspectorate of Constabularies and Fire and Rescue Services and emerging national crime and policing measures from the Government.

To synergise these requirements I have produced a straight-forward strategic plan for the Constabulary which includes a 'plan on a page'. This can be found through a link on the front page of the Suffolk Constabulary website under 'Force Strategic Plan'.

Put simply, my role and commitment is to lead the Constabulary to catch and convict criminals and keep the public safe, and by delivering this Police and Crime Plan together with the Commissioner and our partners we will meet our shared aim of continuing to make Suffolk even safer through a Constabulary all our communities can have confidence in and be proud of.

Introduction by Tim Passmore, Suffolk's Police and Crime Commissioner

This Police and Crime Plan, for the period to March 2025, builds upon the work undertaken since 2012. The Police and Crime Plan outlines the objectives the Constabulary must deliver over the next three years.

I am aware of the impact the pandemic has had on the Suffolk economy and appreciate the important role that policing plays in supporting people to feel safe to live, work, travel and invest in Suffolk. Beyond dealing with crime, good policing supports crime prevention and feelings of safety.

In delivering this plan, I will report upon the Government's national policing priorities and its mission to cut crime and restore confidence.

The Government has also undertaken the first part of its PCC review, and intends to share findings on the second phase in due course. The outcomes flowing from the PCC review will likely impact the role and expectations on PCCs. I will vary the plan, if necessary.

As always, there will need to be a balance between Home Office requirements and the policing needs and context in Suffolk.

My Police and Crime Plan Objectives

My Police and Crime Plan is structured around four key objectives which are fundamental to the delivery of my role as Police and Crime Commissioner.

Objective 1: An efficient and effective police force for Suffolk

I want to work with the Constabulary to deliver the Medium-Term Financial Plan and consider how we challenge government to revise the funding formula. I would like funding

settlements to properly consider equity between forces and reflect the pressures on forces which police more sparse communities across large, mainly rural, areas. I am aware that the funding level per head of population achieved through our central government grant is one of the lowest in the country and therefore it has been necessary for me to ask local taxpayers to make up some of the deficit needed to ensure effective policing is maintained.

I will work with the Chief Constable to exploit legitimate income generation opportunities to mitigate ongoing financial challenges. This will include a focus on sustainability to protect the environment, make better use of scarce natural resources and reduce business costs. Overall, I need to consider how we sustain effective resourcing in the years to come, particularly given the multi-faceted landscape of requirements on policing.

The Chief Constable has operational independence for the day-to-day running of the police service in Suffolk. However, the choices about how policing is funded, the Medium-Term Financial Plan ambitions and the focus for policing, as set out in my Police and Crime Plan, are choices I make as PCC. These decisions are fundamental to support the police service to perform its role effectively.

I want a clear focus on effective policing which I will monitor through my performance framework and accountability arrangements. I want to ensure that through effective planning and budgeting, I work with the Chief Constable to target resources, so the force has the right people and capability to police the communities of Suffolk effectively.

The Chief Constable has published his operational vision for policing, which outlines key outcomes for crime reduction, reducing reoffending, solving crime and safeguarding victims and the wider community.

I will hold the Chief Constable to account for the delivery of those commitments and I believe the areas of focus under Objective 1 will improve public confidence as well as support effective policing.

Objective 2: Provide services which support victims of crime and invest in initiatives which reduce crime and disorder

I want to keep victims of crime, young people, and projects which reduce reoffending and support crime prevention, at the heart of my plan, my grant-awarding activity and my commissioning.

I will continue to commission services which support victims of crime to cope and recover from their experience.

Objective 3: Engage with communities to understand their views about policing and crime and keep them informed and updated about the work of the PCC and the Constabulary

Engaging with Suffolk communities about policing is a fundamental part of my role. I will look for every opportunity to engage with people across Suffolk, ensuring communities can discuss their views with me, and know how to contact my office.

I will endeavour to support the public to understand my role, and in my relationship with the Chief Constable I will strive to balance the importance of operational independence,

with transparent public accountability for the benefit of the people of Suffolk.

Objective 4: Work in partnership to improve criminal justice outcomes and enhance community safety

I want to work with partners locally and nationally (in the private, public and voluntary sectors) to achieve more together than we can separately.

I will continue to play my part in key partnerships in Suffolk to ensure that I advocate the needs of victims, support crime and disorder reduction and act as a voice for policing.

Delivering the Plan

My objectives reflect the key responsibilities on me in delivering my role as a PCC and will be supported by areas of focused activity. The activity set out in this plan is underpinned by my performance framework, which outlines how progress will be reported.

While I am responsible for holding the Chief Constable to account, the Police and Crime Panel, a committee of members from local authorities in Suffolk and independent appointments, is responsible for scrutinising the performance of my functions. The Police and Crime Panel support and challenge me in my role and provide reassurance that the requirements upon my office are met.



Objective 1:

An efficient and effective police force for Suffolk

Setting the scene

A key role as PCC is to set the strategic objectives for policing and hold the Chief Constable to account for delivery of an efficient and effective police force. Suffolk Constabulary is responsible for a wide range of functions in its role in policing Suffolk.

The role of the PCC is to ensure the Chief Constable is publicly accountable and is supported to resource the delivery of such a vital service.

Staffing and Finance

Suffolk Constabulary polices an estimated

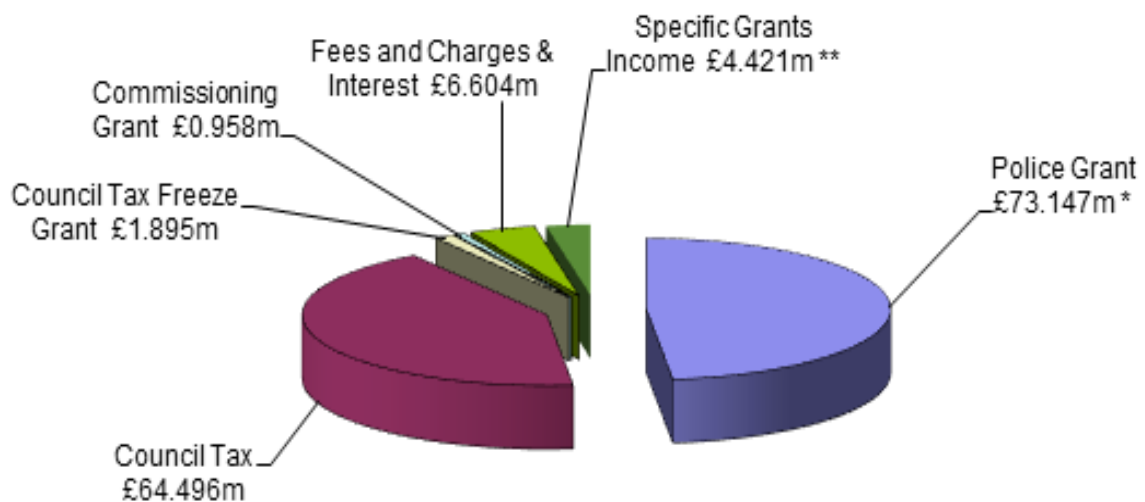
population of 761,264¹ people with 1243.4 full-time equivalent police officer posts, 897.6 police staff, 118 special constables and 155 police support volunteers. In addition, the force funds 32.8 full-time equivalent police officers based in regional secondments. This workforce data relates to the position at 31 March 2021.

The precept and uplift investments for 2021/22 should equate to 78 additional police officers and 26 additional staff in post by the end of the 2021/22 financial year.

In terms of the budget to support policing, in relation to the latest financial year, it is broken down as follows:

¹ 2020 population estimate.

2021/22 - Where the money comes from - £151.521m



* Includes £25.868m that used to be funded from DCLG, now funded through the Home Office

** Includes £0.901m ring-fenced uplift grant

Effective governance in relation to the financial position of the force is crucial. The PCC is required to meet financial regulations, which includes setting a Medium-Term Financial Plan (MTFP), which is considered by the Police and Crime Panel annually.

As part of the development of the MTFP there is consideration of the reserve and precept strategies, how the PCC ensures value for money and what staffing resources the force needs. From a financial governance perspective, it is essential that the PCC and Chief Constable can evidence the robustness of the data, and budget setting processes, to develop the MTFP.

Policing Suffolk

The Constabulary covers 1,466 square miles across a county that is largely rural but with several vibrant urban areas. Suffolk Constabulary polices the ninth largest county area in England, and while the population is small compared to some policing areas, the rurality of the area and sparsity of the population, present challenges for policing visibility and emergency response. The Suffolk coastline stretches from Lowestoft to Felixstowe (which is home to one of the largest container ports in Europe); the county also has five established military bases and a nuclear power station.

Housing and commercial developments (including Freeport East and the proposed development of Sizewell C) in the county will bring more people into Suffolk to work and live, which means more people that need to rely on our policing service. The Constabulary will work with partners to ensure that policing need, and the impact on policing resources, are considered in relation to housing and commercial development in the county.

The county's population is estimated to have grown by 4.5% since 2011, with over 50% of the population aged 45 and over. More than 75,000 people in Suffolk live in income-deprivation. Tourism plays a key role in the local economy contributing £2.1 billion in 2019, with 44,498 associated jobs.

Across Suffolk there are nine policing localities - Mildenhall (including Newmarket), Bury St

Edmunds, Sudbury & Haverhill, Stowmarket, Ipswich West & Hadleigh, Ipswich Central, Ipswich East, Felixstowe & Woodbridge and Lowestoft & Halesworth and 18 Safer Neighbourhood Teams which provide dedicated community policing teams, focusing on crime reduction and investigation, problem-solving and safeguarding the vulnerable in our communities. The teams work closely with partner agencies in localities to coordinate and focus the policing and wider community safety response. This partnership response is crucial, and often preventative. It is clear that national and local investment across public sector partners and the quality of the services that health, education, local authority, criminal justice and emergency services partners can provide, impacts directly on policing the county and on the weight of emergency and non-emergency demand the force has to manage.

County policing is supported by areas of operational business which (although sometimes hidden from public sight) provide the reassurance to those who need to be protected or supported by the police. These include the Contact and Control Room; County Safeguarding and Investigations; Neighbourhood Response Teams; and Protective Services, which includes specialist operational areas such as roads policing, firearms, major investigation, intelligence, cyber-crime and forensic services.

There are key policing functions which are collaborated to ensure specialisms can work across county boundaries and the police service can improve resilience and gain economies of scale. Since 2009, Suffolk Constabulary has worked with Norfolk Constabulary on a joint service capacity which extends across the protective services, criminal justice, professional standards, human resources, strategic and operational analysis, finance and ICT. In addition, Suffolk Constabulary collaborates with other police forces and public sector agencies across a multitude of areas, for example through 7 Force collaboration and across the eastern region to deal with specialist operations and organised crime. Collaboration with public sector agencies (particularly the fire and rescue service) has enabled developments in joint estate and shared premises.

ICT is an important enabler to deliver an effective police force and one which the force has harnessed across county policing and in collaborated departments. The ambition is to maximise technology to support the delivery of policing, modern workforce ambitions and police communication with the public. However, the force is impacted by capital programmes at a national level, as well as collaboration with Norfolk Constabulary and the 7 Force programme. In relation to both what can be managed locally, and what Suffolk Constabulary can be part of nationally, a key driver in decision making will be maximising technology within the resources available.

Suffolk Constabulary will adhere to the following service standards in policing Suffolk:

- 90% of emergency 999 calls will be answered within 10 seconds.
- 90% of emergency calls will be attended within target time 20 mins (rural); 15 mins (urban). The police are an emergency service, and 999 calls will always be prioritised.
- When you call for service, the police will risk assess your level of vulnerability and treat you with respect and fairness.
- Above all, the police service will maintain its duty of care to keep people safe.
- Although not all crimes require a police officer to attend; the police will act upon the information you provide and advise you of the outcome.
- Victims of crime have rights under the Victim Code, some of these are the responsibility of the police, where this is the case, these will be provided.

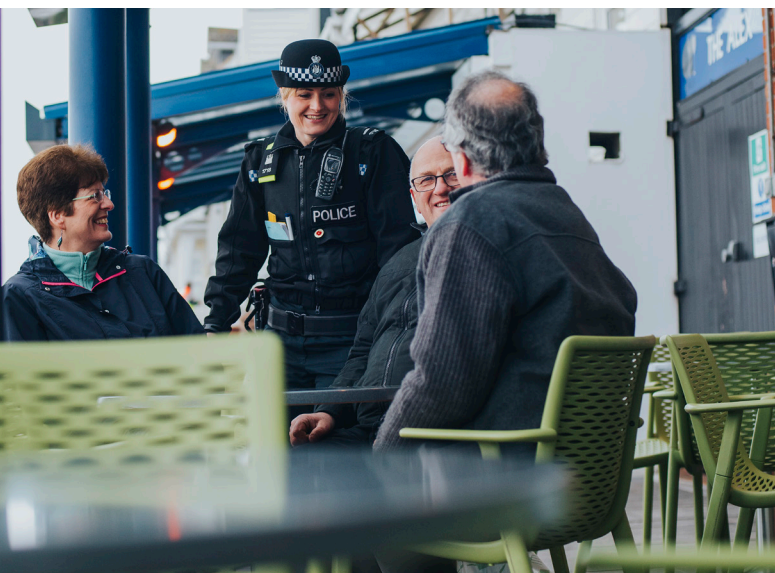
- If you are a victim of crime, you have a right for your needs to be assessed and you have a right for your details to be referred to a victim support service that can offer you emotional and practical support.

Demand on the Constabulary

The PCC has a key role in understanding the demand the force faces, and in supporting the Constabulary to reduce and manage demand through appropriate resourcing. Suffolk Constabulary's analysis of its demand, through its strategic assessment and Force Management Statement (FMS) details key areas of organisational and crime demand which present the most pressing challenges.

The FMS highlights organisational challenges in the following areas:

- **Information management** particularly meeting legislative requirements.
- **Servicing criminal justice processes** which are putting increasing financial pressure on the force, exacerbated by backlogs in justice processes.
- Ensuring an effective approach to **learning and development**. Challenges have arisen from accelerated recruitment activity, increased mandated training requirements and the national plans for more professionalisation of policing. As a result, investment is required to keep the learning and development function effectively resourced and fit for purpose to meet demand. The requirements to further professionalise policing (through the national Police Education and Qualifications Framework - PEQF) will impact in abstractions from front-line policing to ensure the level of training and education is delivered. This will need to be managed carefully to limit the impact on the operational front-line.
- **Serious Crime Investigation**. Demand pressures have increased in volume and complexity in recent years. There has been an uplift in investigative resources to meet demand through the fast-track detective scheme. There is now the need to build experience in the new detective cadre alongside the consistent demand



of complex crime, which is an ongoing challenge. The fast-track detective scheme, which put Suffolk on the front-foot of innovation in this area, will not be consistent with the new national requirements set by the PEQF, so this scheme will not run in the same way in the future. However, the Constabulary will continue to identify those officers who wish to take the detective pathway through the new PEQF scheme to attract necessary capacity.

The force strategic assessment highlights seven strategic priorities which are reflected within this plan: domestic abuse and stalking; criminal exploitation; fraud; serious violence; rape and sexual offences; neighbourhood crime and drugs supply.

Some national agendas are critical to the period of this plan and will directly impact local policing:

Violence against Women and Girls (VAWG), referred to nationally as an epidemic, has received strengthened attention. There are expectations on how partners (including the police and voluntary sector) support victims of sexual and domestic abuse and how agencies consider public perception of safety, including what more can be done to help women and girls feel safe. Further joined up working is required from partners across the criminal justice system to support victims properly and to deliver upon the multi-agency strategy to tackle violence against women and girls, which will focus on the extent to which women and girls are disproportionately victims of violence and abuse. In respect of the role of the Police and Crime Commissioner, there is a continued commitment to ensuring services are available to all victims of violence and abuse.

The Government intends to outline a VAWG performance framework by March 2022 which will likely impact on police reporting. This, alongside the forthcoming victims' bill, will ensure that improvements are made to how victims are supported by the criminal justice system.

The Police, Crime, Sentencing and Courts Bill will impact upon the management of offenders,

and the need for responsible authorities to tackle serious violence in their local areas.

The Government has published its ten year drugs strategy, this will have ramifications for tackling drugs supply and supporting treatment and rehabilitation. The police will remain an important partner in this work.

The Home Office has provided additional government funding for police officers in Suffolk. This investment is aimed at cutting neighbourhood crime and anti-social behaviour (ASB) linked to drugs, amenity and community, drug supply and county lines and restoring confidence. This is a welcome investment. The success of recruitment will be impacted by the quality of campaigns and the ability of the police to attract applicants from under-represented groups, that want to make policing their chosen profession.

This presents opportunities and challenges. The recruitment will provide the opportunity to increase the representation in the workforce and will increase the proportion of inexperienced officers on the front-line in the short term. It is vitally important that those new officers are given the support to grow in experience and develop their skills. Financial and operational planning will need to provide additional capacity and capability for learning and development, human resources, finance and ICT so those officers get the support required.

Allied to the uplift in police officers, the government has set out national policing priorities to track the impact of its investment. Chief Constables and PCCs will be expected to monitor progress to support the Government's Beating Crime Plan. The national policing priorities are as follows:

- Reduce murder and other homicides
- Reduce serious violence
- Disrupt drug supply and County Lines
- Reduce neighbourhood crime
- Tackle cyber crime
- Improve satisfaction among victims - with a particular focus on victims of domestic abuse.

Together, these local and national areas will form the basis of the performance measures tracked within the Police and Crime Plan performance framework. The challenge for the Police and Crime Commissioner and the Chief Constable will be to maintain the local focus on the Suffolk Police and Crime Plan, and the demand and challenges for Suffolk Constabulary, whilst navigating these national requirements.

Activity to meet Objective 1

Suffolk Constabulary will monitor its demand, the changing pattern of crime and geographic areas where there are specific crime problems. This will support the police to effectively respond to calls for service, keep people safe and work with partners and the public to prevent crime. The force will use crime analysis, strategic assessment and its force management statement, as well as learning from recommendations from audit and inspection bodies to ensure a focus on the areas which present the greatest challenges.

The Police and Crime Plan sets the strategic objectives for policing and, to complement this, the Chief Constable has set an ambitious plan to drive operational activity. The intended outcomes are to drive down crime and catch more criminals; to prevent victimisation; to solve more crime; to support safer communities; to increase the trust and confidence in Suffolk Constabulary and to be efficient and effective in all the force does. The Constabulary will focus on the following priority areas to deliver on the objective of an efficient and effective police force.

Priority Area One: Improving the response to the public and the approach to solving and preventing crime whilst providing effective support to victims and effective management of offenders

The Constabulary will:

- Maintain, and where necessary enhance, its good emergency response and call-handling performance. Improve its processes for

answering non-emergency calls and offer a variety of channels to report crime and contact the police.

- Keep people informed, and updated, when they report a crime.
- Deliver quality investigations, by skilled professionals, to solve crime and support victims.
- Ensure compliance with the police elements of the Victim Code with a strong focus on how the force supports victims through the investigation. This will include understanding why victims do not wish to support an investigation, assessing victims' needs and referring them to victim support services. This is particularly relevant in response to how the force deals with victims of hate crime, domestic abuse, modern slavery and sexual offences (including stalking and harassment) and how the police identify those victims that are subject to repeat victimisation, are persistently targeted or are particularly vulnerable.
- Maintain a continued focus on tackling the crimes which constitute violence against women and girls.
- Ensure the way it works with young people supports effective engagement, safeguards, prevents unnecessary criminalisation and reduces reoffending.
- Reduce criminal exploitation by deterring and disrupting County Lines activity and reporting on its approach to reduce serious violence in the county (including knife crime and homicide).
- Prevent and tackle ASB, crime and disorder (with focussed activity in geographic hot spots e.g. town centres).
- Act on the changes in relation to offender management. This will include the use of adult conditional cautions and appropriate diversion for young people with the Suffolk Youth Justice Service and delivering the new Integrated Offender Management Strategy, to reduce reoffending.
- Strengthen the approach to fraud investigation, prevention and victim support.
- Tackle rural and wildlife crime.
- Keep the roads safe by continuing to use

enforcement (specifically around the fatal four: speeding, drugs and alcohol, seatbelts and mobile phone use) to deter illegal behaviour on our roads.

Priority Area Two: Working in partnership to keep communities safe

The Constabulary will:

- Support a countywide partnership approach to road safety through the Suffolk Roadsafe Board.
 - Ensure it meets its statutory obligations as a responsible authority, safeguarding partner and criminal justice partner.
 - Support a partnership problem-solving approach to preventing anti-social behaviour and crime.
 - Support solutions to improve the criminal justice system, bring offenders to justice and mitigate the increasing cost and workload pressures on the police.
 - Ensure it provides effective evidence of areas where improved partnership working could support the police to manage non-crime, criminal justice system and mental health demand, and find solutions with partner agencies to keep the public safe, consider the needs of young people and ensure victims and witnesses are supported.
 - Communicate operational changes where those changes impact the visibility of the service, and the way it works with partner agencies, and the public, on community safety and safeguarding.
 - Ensure the capacity and capability required to meet the Strategic Policing Requirement obligations is appropriately considered within resource planning.
- Focusing on attraction, recruitment, retention and development of the workforce.
 - Making the workforce more representative of the communities it serves.
 - Delivering the requirements of the Policing Education Qualifications Framework.
 - Ensure the approach to people management supports the health, well-being and welfare of the workforce.
 - Provide opportunities for young people through its cadet scheme, internships and apprenticeships.
 - Make best use of volunteers in approved schemes where that can positively support and improve capacity and capability.
 - Comply with the equality duty and report progress with meeting its equality objectives.
 - Ensure ethics, integrity and professional standards in the way it delivers policing ensuring transparency regarding its use of coercive powers including Stop and Search.
 - Improve data quality to ensure reliable and accurate performance and financial data on which to base decisions.
 - Learn from audits, inspections and super complaints to improve services to the public.
 - Highlight to the PCC strategic areas of risk and operational need in the delivery of policing functions.
 - Use technology, to support value for money, innovation and environmentally sustainable solutions.

Priority Area Three: Effective organisational management of the Constabulary in relation to its people, its assets and its learning to enable an efficient and effective police service

The Constabulary will:

- Develop the professionalism and diversity of the workforce by:
- The Chief Constable and PCC will:
 - Ensure sound financial planning and budget setting through the Medium-Term Financial Plan and considered use of precept and reserves, which balances the need to keep people safe, with understanding the financial impact on local people.
 - Utilise government funding streams, grants and opportunities to generate income, where Suffolk Constabulary can benefit.
 - Participate fully in contributing to the review of the funding formula.

- Continue to consider where strategic collaboration with other agencies, benefits and supports policing in Suffolk.
- Explore how police funding can support the local and UK economy in its procurement of goods and services, whilst balancing that with the ambitions of cost savings through collaborated procurement across seven police forces and the newly-formed national Blue Light Commercial Service.
- Ensure the police estate is fit for purpose and supports the maintenance of an efficient and effective 21st century police service.
- Consider its environmental impact and making best use of scarce natural resources.

The Police and Crime Plan Performance Framework will reference how the Chief Constable is held to account for delivery against the activity set out above and will include a schedule of reports to my Accountability and Performance Panel.

Objective 2:

Provide services which support victims of crime and invest in initiatives which reduce crime and disorder

Setting the scene

The PCC has the statutory power to commission services to support victims and reduce crime and disorder. Since 2013 there has been approximately £12.5m investment to support crime and disorder reduction and victims' services. These powers enable the PCC to provide direct support to victims to cope and recover from the impact of crime, and to reduce crime and disorder through support to the voluntary sector, which can also have direct benefits for policing and the wider community.

The PCC's commissioning intentions for victims' services have been based on key principles:

- ensuring a balance of generic and specialist services (based on need).
- that all victims of crime should have the opportunity to access practical and emotional support to help them cope and recover from the crime.
- all victims should be able to access support whether or not they wish to report to the police.
- where possible, longer term funding to enable sustainability of services will be considered to support the voluntary and charitable sector in Suffolk.
- to work in partnership with other public authorities to improve the response for victims of crime.

The PCC is required to commission a victim referral service, which provides practical and emotional support to any victim of crime and into which, victims can self-refer. This service is provided by Norfolk and Suffolk Victim Care (in partnership with the Norfolk PCC).

The PCC also provides a range of services which support victims of domestic abuse, sexual violence and child sexual abuse and a Restorative Justice Service. These services support victims to cope and recover from the impacts of crime. Services commissioned by the PCC abide by the Code of Practice for Victims of Crime.

In relation to funding which supports Crime and Disorder Reduction, the PCC has two approaches:

- Grants which support specific intentions in the Police and Crime Plan are funded directly from the Office of the Police and Crime Commissioner and decision papers published. Although the PCC's crime and disorder funding is largely aimed at the voluntary sector the PCC will, where need is evidenced, consider supporting statutory sector provision or match funding with Community Safety Partnerships.
- To provide support to smaller, local, grass roots projects, the PCC works closely with the Suffolk Community Foundation and Community Safety Partnership (CSP) Chairs to operate a PCC Fund Grants Panel.

The involvement of CSP Chairs supports local understanding and geographic balance to the considerations of where the funding should be awarded. Working with the Community Foundation enables applicants to receive advice and guidance and provides wider knowledge as to other funding streams should projects not fall within the PCC Fund criteria.

Commissioning commitments for 2021/22

The total commissioning budget for 2021/22 is £1.95m which includes £887k received from the Ministry of Justice for the purposes of commissioning victims' services including child sexual abuse, and an uplift of £143k for domestic abuse and sexual violence in response to increased demand.

All PCC commissioned services and crime and disorder reduction grants are published on the PCC website. This information is also available each year through the PCC's Annual Report.

The Norfolk and Suffolk Victim Care service (provided by Victim Support) meets the requirement to provide a Victim Assessment and Referral Service for any victim of crime.

The service is co-commissioned with Norfolk PCC and funding of £315k per annum has been committed until March 2023 with an option to extend the contract for a further two years.

The countywide Independent Domestic Violence Advisor (IDVA) Service supports safety planning for high risk victims of domestic abuse. This service is delivered by Leeway Domestic Abuse Services. The contract runs until 30 September 2023; the funding commitment is approximately £520k per annum.

The PCC provides £37,500 per annum to deliver a Restorative Justice Service until 31 March 2023.

The PCC successfully applied for £616k from the National IDVA and Independent Sexual Violence Advisor (ISVA) fund for five additional IDVA posts, one additional ISVA and to continue funding two existing ISVAs until 31 March 2023.

The PCC's victim service commissioning ensures that services are available across the county. Outreach and online support enables delivery to go beyond the physical geographic location to provide improved access to support.

Other Domestic Abuse and Sexual Violence services funded in 2021/22 are as follows:

Organisation & Service	Grant
Anglia Care Trust – Money Advice Service	£33,367
Bury St Edmunds Women's Aid Centre – Outreach Centre	£72,500
Compassion – Co-ordinator and Lead Programme Facilitator	£21,100
Home-Start Mid and West Suffolk – supporting families through domestic abuse	£10,000
Leeway Domestic Violence and Abuse Services – Suffolk Project Safety Net	£51,000
Lighthouse Women's Aid – Women's Centre (based in Ipswich)	£72,500
One Voice 4 Travellers – Support for Gypsy, Romany and Travellers in Suffolk experiencing domestic abuse	£3,900
PHOEBE – Domestic Violence Support for BAME and migrant women	£40,000
Waveney Domestic Violence and Abuse Forum	£30,100
Fresh Start new beginnings – support for children and young people who have reported being sexually abused and their families	£60,000
Restitute – support for survivors of sexual violence who have caring responsibilities	£20,000
Suffolk Rape Crisis – support for female survivors of rape and sexual abuse	£75,000
Survivors in Transition – for adult survivors of child sexual abuse and for male victims of sexual violence	£75,000

Activity to meet Objective 2

The PCC will:

- Ensure quality service provision to support all victims of domestic abuse and sexual violence including ensuring there are routes into support for those who do not wish to report to the police.
- Publish the PCC's commissioning strategy to meet the needs of victims of crime. As part of that work the PCC will consult with agencies that support victims of crime, consider where longer-term funding might support sustainability and challenge government funding levels where it does not sufficiently meet local need.
- Listen to the views of victims of crime to enhance his commissioning approach and raise issues with community safety and criminal justice partners as appropriate.
- Provide clarity regarding local services commissioned by the PCC and national services for victims of crime.
- Support effective domestic abuse perpetrator provision to prevent abuse and reduce reoffending.
- Use crime and disorder reduction funding to divert young people from crime and seek to work with the Constabulary and partners to reduce reoffending.
- Explore opportunities to co-commission with the new National Probation Service, where it adds value to reducing reoffending in Suffolk.
- Support problem-solving in local communities, by investing in solutions which reduce reoffending, prevent crime and disorder, or improve community safety.
- Consider with the Constabulary, areas where

investment might reduce non-crime demand on the police.

- Consider match-funding opportunities with Community Safety Partners where the initiatives meet shared priorities agreed by the Safer Stronger Communities Board (such as modern slavery, criminal exploitation, domestic abuse and sexual violence, hate crime and serious violence, and the Suffolk Violence Against Women and Girls Strategy).

In our commissioning strategy we will consider our approach in the following areas:

- Reducing reoffending and preventing crime.
- Supporting fraud prevention, and ensure support is available for victims of fraud.
- Acting on requirements for the PCC in relation to reducing serious violence, set through the Serious Violence Duty.
- The impact of substance misuse on crime and disorder.
- Provision for victims of road traffic collisions and how we can support efforts to tackle the 'Fatal Four'.
- Supporting young people – this could include initiatives which divert young people from criminality, enhance their skills or provide crime prevention advice and support so they do not become victims.
- Consider initiatives which reduce the demand on the police in particular policing the night-time economy, ASB and reducing crime and disorder in our towns.
- Consider the areas prioritised in partnership with the Safer Stronger Communities Board.

Objective 3:

Engage with communities to understand their views about policing and crime and inform and update them about the work of the PCC and the Constabulary

Setting the scene

The PCC is elected to represent the public and be a voice of the people and is required to consult with the public and victims of crime, to ascertain their views on policing. A range of formal and informal engagement takes place. Public meetings and encouraging public discussion about policing is vital to the role, which is to listen to public views and provide information about the work of the police and the PCC.

There has been a range of engagement with the public in recent years from surveys about the precept, public meetings, to public concerns and compliments expressed through complaints and correspondence. These interactions provide important information about how people feel about policing and enable the PCC to act on concerns. Several topics have consistently arisen, which have influenced the focus throughout this plan and particularly under activity in Objective One:

- The 101 service (particularly the length of time to answer).
- Speeding (this includes people annoyed to have been caught speeding, with the view that the police should be doing more important things; and those who feel that there is not enough speeding enforcement in their local area).
- Visibility, particularly the feeling that the police are less visible within local communities.
- Lack of updates for victims of crime, where victims feel they are 'not being kept informed' about their case.
- A perception that there is lack of investigation or action taken by the police in relation to some community concerns.
- Expressing concerns, and/or providing information, about ASB, drug dealing and substance misuse.

These concerns show the how public perceptions differ. The PCC recognises how important it is for people to receive information about policing, and understand the level of service they can expect. It has also been important for the force to deal with the pandemic restrictions with compassion, and consider engagement with the community prior to enforcement. Information from the public, enables the PCC to raise public concerns with the Chief Constable in order to agree what action can be taken to improve the service provided.

There does, however, need to be a careful balance between use of resources to respond to the concerns the public see (such as ASB, speeding and neighbourhood crime) and crime areas (for example, domestic abuse, sexual offences, modern slavery, and serious and organised crime) which are less visible, but complex to investigate and pose safeguarding considerations for individual victims. Getting this balance right, impacts on public confidence in the police and the extent to which vulnerable victims feel supported.

The police service has recently adopted new statutory guidance in relation to handling complaints and dissatisfaction. Where, a member of the public receives a service below what they should expect, the police service attempts to listen, say sorry and fix it. As part of the new complaints regulations the PCC has taken on the role of the appropriate authority in some reviews. The role is explained on the PCC website.

The PCC is required to publish information for the public about the arrangements for holding the Chief Constable to account, as well as all information on decisions and investments made by the PCC. The Suffolk OPCC has consistently achieved the CoPaCC Transparency Award which provides confidence that the information which should be published, is made available.

Activity to meet Objective 3

The PCC will:

- Review and publish the plans for engagement with the public, this will include ensuring a range of meetings where the public can choose to attend on-line or in person around the county. As part of this work, the plans will include:
 - Events around the county to support you to meet the PCC and the Chief Constable.
 - Holding 'Ask the Chief and PCC' events on-line to ensure you can feed in views and ideas.
 - Improving engagement with under represented groups.
 - Providing regular updates to local authorities, MPs and local councils.
 - Feedback on the outcomes of engagement activity.
- Introduce a public question process into his Accountability and Performance Panel arrangements, to enable members of the public to submit questions in advance of the meeting that they would like to ask the PCC.
- Monitor victim satisfaction and public confidence, and work with the force to improve communication with the public and enhance confidence in the police.
- Ensure it is clear how to correspond with the PCC's office, to make your views known. If your concern is about operational policing or reflects a complaint about the police, with your permission, we will direct your query to the Constabulary.
- Publicise details on how to contact your local Safer Neighbourhood Team.
- Continue to meet the statutory requirements around publication of information.
- Act upon any recommendations for the PCC arising from inspections and super-complaints.
- Continue to support, with the Constabulary, the public scrutiny of the police use of Stop and Search through the Stop and Search Reference Group.
- Clarify the process regarding applications for crime and disorder reduction funding.
- Continue to publish details about all grant awards and commissioned services and communicate those awards to the police, partner agencies and national bodies.
- Produce an annual report, which sets out his commissioning and activity each year.
- Operate a Custody Visiting Scheme to ensure independent checks upon the welfare and rights of those in custody.
- Publish information about how Suffolk Constabulary deals with complaints including the level and nature of complaints to ensure the force is acting appropriately and in a timely fashion. Dip-sample police complaints to ensure due process has been applied and undertake independent reviews of cases.
- Publish an Annual Governance Statement, clearly setting out the PCC's governance and internal control arrangements.
- Take opportunities to work with the media, and to publicise information, about policing and work of the PCC to support public confidence.
- Utilise social media to communicate and engage with the public and respond to feedback.

Objective 4:

Work in partnership to improve criminal justice outcomes and enhance community safety

Setting the scene

Significant work is done in partnership with the statutory public sector, private sector and voluntary and charitable sector in Suffolk.

The PCC is required to work co-operatively with criminal justice partners and community safety partners. The PCC does this via the Local Criminal Justice Board and the countywide Safer Stronger Communities Board and through the PCC Fund Panel (working directly with CSP Chairs).

The Local Criminal Justice Board enables partners who have a key role in delivering the criminal justice system to come together to influence national and local policy and improve the process for victims, witnesses and offenders and the access to justice. The criminal justice system has been put under

severe pressure in recent years and this pressure has been compounded by the pandemic; this continues to have far-reaching impacts on victims, witnesses and offenders. The PCC will continue to work with criminal justice partners to improve confidence in the criminal justice system. There are several work streams of the Local Criminal Justice Board where the PCC and his office, can support activity to develop system solutions. The forthcoming PCC review might propose further requirements related to criminal justice. Allied to this, the PCC will use national routes of communication with the Association of Police and Crime Commissioners and government departments, to ensure that key messages about the impact upon victims, and policing, are being heard across government.

While the PCC is not a Crime and Disorder Reduction responsible authority, and therefore



is not directly involved in Community Safety Partnerships (CSPs), those partnerships play a key role to reduce crime and disorder in their local areas. Suffolk Constabulary is a responsible authority and CSP partner. The PCC is required to have regard to CSP priorities and CSP partners are required to have due regard to the Police and Crime Plan in setting their priorities. Additionally, there are requirements upon the PCC and CSP authorities to co-operate with each other. The Chairs of the CSPs, and the responsible authorities, are represented on the countywide Safer and Stronger Communities Board and the PCC is a member of that board. The PCC works closely with CSP Chairs in deciding on his crime and disorder reduction funding through his PCC Fund.

The PCC is not a named Safeguarding partner on the Suffolk Safeguarding Partnership but the importance of this partnership which brings the three key partners of the Police, Suffolk County Council and Health together to safeguard children and adults, cannot be underestimated. The PCC has a governance role over the police involvement in this partnership.

Suffolk Public Sector Leaders (SPSL) enable the leadership of public authorities in Suffolk to come together to act upon issues which impact Suffolk as a whole. Many of the issues discussed are not specifically about policing, victims of crime or crime and disorder reduction, but the partnership does provide a place to discuss and agree wider issues which benefit the people of Suffolk. The PCC is a member of Suffolk Public Sector Leaders and will continue to play an active role. For some multi-agency issues such as child criminal exploitation and tackling County Lines, the wider strategic ownership by SPSL has been instrumental in supporting and resourcing the delivery plan, governed through the Safer Stronger Communities Board. The multi-agency approach in this area has enabled 'trauma-informed' solutions which embrace youth justice and public health learning.

The Health and Wellbeing Board is another statutory board where partner agencies across Suffolk come together to consider the impact of the health and social care agendas on the well-being of communities. A key strand of its

work is to understand health inequalities and enable people across Suffolk to experience better physical and mental health outcomes. The PCC and Chief Constable will work together to contribute to the work of the Board, particularly where it impacts policing and safety of communities in Suffolk.

It is important the PCC works with partner agencies, to understand the gaps in the system and to ensure any funding from the PCC adds value and complements wider partnership approaches and responsibilities. The Safer Stronger Communities Board is responsible for multi-agency approaches in a number of areas which are particularly relevant and challenging for community safety partners (including the police) and also for the PCC. The Board's priorities include domestic abuse, sexual violence, criminal exploitation, serious violence, modern slavery, hate crime, the Prevent agenda and ASB.

While this section sets out the key statutory partnerships in place to support community safety and Criminal Justice, there are a wealth of operational partnerships which help deliver on the strategic approach. The Office of the PCC has partnership arrangements with the voluntary, private and public sector to deliver key areas of work which support the activity below.

Activity to meet Objective 4

The PCC will:

- Ensure that investments in crime and disorder reduction and victim services are effectively communicated to partner agencies on Community Safety Partnerships.
- Ensure the PCC, or an attendee from his office, engages with those partnerships where the PCC has a role and can make a difference.
- Work with partners which support him to improve systems and understand gaps, in order to advocate for victims, reduce reoffending, and prevent crime.
- Reflect the Community Safety Partnership

and Safer Stronger Communities Board priorities in commissioning, and update those partners on his commissioning strategy.

- Exploit opportunities for government funding which support crime reduction and community safety.
- Co-operate with statutory, voluntary and private sector partners to support initiatives which benefit young people.
- Understand the Serious Violence Duty and associated multi-agency responsibilities and act upon any responsibilities for the PCC.
- Lobby national bodies, including through the Association of Police and Crime Commissioners to support improvements for policing, criminal justice, community safety and victims.
- Work with the Suffolk Reducing Reoffending Group (including the new structures in the National Probation Service and Integrated Offender Management), to understand gaps in provision, particularly for young people up to the age of 25.
- Consider whether the PCC's crime and disorder reduction funding could support or match fund provision to reduce reoffending.
- Take account of the lessons from the pandemic, and the implications for

improvements to the criminal justice system.

- Deliver the requirements in the new Victims' Code.
- Understand the impacts of the changes on the force and partners in terms of managing offenders.
- Consider with public sector leaders, including health commissioners and the Chief Constable, how the countywide approach to issues which impact public safety can be improved.
- Monitor the Constabulary's role where it is a statutory partner on key partnerships as part of his governance role.
- Work with partner agencies to support and invest in awareness raising, including where there are mechanisms nationally for victims of crime, so the public and practitioners are supported to understand what is available, and how to act on concerns.
- Support responsive countywide systems for victims of crime.

There are areas where we will seek to work with Suffolk Constabulary and other statutory partners to better understand the landscape, evidence problems and see if there is more the PCC can do within his commissioning powers to support activity and match-funding (including where appropriate with the private sector).



contact us:
www.suffolk-pcc.gov.uk

Police and Crime Plan Performance Framework

SECTION 1: ARRANGEMENTS FOR MONITORING ACTIVITY

The activity within the Police and Crime Plan will be subject to updates at Accountability and Performance Panel (APP) and Audit Committee or updates published on the PCC's website, as appropriate. **It is proposed the reports to Accountability and Performance Panel will cover:**

- **Financial Monitoring Update** (each meeting);
- **Workforce:** Monitoring how the force is attracting, developing, recruiting and supporting its workforce including its approach to volunteering and staff well-being;
- **Improving confidence and satisfaction** Monitoring the force's approach to Public Confidence, Victim satisfaction and learning from complaints and correspondence (and feedback from public engagement);
- **Supporting Children and Young People** (to include safeguarding, preventing unnecessary criminalisation and engagement);
- **Supporting Vulnerable Victims** (to include data and context regarding the approach to tackling domestic abuse, sexual violence, modern slavery and hate crime and compliance in delivering the Victims Code);
- **Use of coercive powers** (including Use of Force and Stop and Search and update on external scrutiny by the Stop and Search Reference Group);
- **Tackling serious violence** (to include County Lines, violent crime, homicide and knife crime);
- **Responding to calls for assistance** (to cover handling calls from the public and data on emergency and non-emergency call handling and response).
- **Managing Offenders and reducing re-offending** (to include adult conditional cautions, managing offenders and delivery of the Integrated Offender Management Scheme);
- **Neighbourhood Crime and ASB** (to include data and approach relating to burglary, robbery, vehicle crime and ASB);
- **Keeping our roads safe** from criminality and illegal behaviour (annual);
- **The police response to Fraud** (annual);
- **Update from the Rural and Wildlife Crime Team** (annual);
- **Update on delivery of the Constabulary's Three-Year Plan** (annual).

All will be six-monthly reports unless stated above. In line with the Police and Crime Plan it is our intention to introduce a public questions mechanism in 2022 the details for which will be published on Accountability and Performance Panel section of the PCC's website. A full schedule of the reports to Accountability and Performance Panel will also be published on the PCC's website.

Police and Crime Plan Performance Framework

In addition, the PCC will monitor information from the Chief Constable in relation to:

- Operational highlights, delivery and risks;
- Crime hot spots and proposals for tackling those;
- Compliance and capability in relation to the Strategic Policing Requirement;
- Police progress with the Government's National Policing Priorities;
- Data Quality;
- Protective Services and Counter Terrorism.

The PCC will also receive reports on the following which will be scrutinised and published:

- Inspections by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services;
- Complaints process and oversight requirements;
- Compliance with the Equality Act Annual Report;
- Independent Custody Visitors Annual Report;
- Custody Update Annual Report;
- Health and Safety Annual Report;
- Suffolk Safeguarding Partnership Annual Report.

SECTION 2: TRACKING PERFORMANCE DATA:

In deciding the agreed suite of indicators regarding force performance, the PCC will ensure that those areas which are seen as challenges to the force from its own strategic assessment and outlined in activity in the Plan, will be covered in the reports set out above, with appropriate context, data and narrative. The table below provides the guide to where crime types will be reported.

Type of crime data	Where data and context will be reported
County Lines and Drug Supply, Serious Violence, Knife Crime and Homicide	Tackling serious violence report (APP) National Policing Priorities publication
Domestic Abuse	Supporting Vulnerable Victims report (APP)
Neighbourhood Crime (burglary, robbery, vehicle crime and ASB)	National Policing Priorities publication & Neighbourhood Crime and ASB report (APP)
Fraud	Responding to Fraud report (APP)
Modern Slavery	Supporting Vulnerable Victims report (APP)
People Killed and Seriously Injured on our roads	Keeping our roads safe report (APP) Roadsafe Board with partners
Sexual Abuse and Violence, Stalking and Harassment and Hate Crime	Supporting Vulnerable Victims Report (APP)
Cyber Crime	National Policing Priorities publication
Victim Satisfaction	Improving Confidence and Satisfaction Report (APP) National Policing Priorities publication

Data reporting will include the last 12 months v long term average crime rates and solved rates. Trends over time will be shown in specific charts. In respect of Government national policing priorities, we await further detail on the reporting mechanism for the national policing priorities and the plans for public release.

SECTION 3: MONITORING THE PLAN ACTIVITY (Based on the activity listed in the Police and Crime Plan)

	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
Priority Area 1: Improving the response to the public and the approach to solving and preventing crime whilst providing effective support to victims and management of offenders. The Constabulary will:		
1	Maintain, and where necessary enhance, its good emergency response and call-handling performance. Improve its processes for answering non-emergency calls and develop appropriate channels to report crime and contact the police.	Responding to calls for assistance (APP)
2	Keep people informed, and updated, once they have reported crime.	Three Year Plan Update (APP) Supporting Vulnerable Victims (APP)
3	Deliver quality investigations, by skilled professionals to solve crime and support victims.	Three Year Plan Update (APP) Solved rates picked up in subject specific reports to APP
4	Ensure compliance with the police elements of the Victim Code with a strong focus on how the force supports victims through the investigation. This will include what the force can do to better understand why victims do not wish to support an investigation, assessing victims' needs and referring them to support services. This is particularly relevant in response to how the force deals with victims of Hate Crime, Domestic Abuse, Modern Slavery and Sexual Offences (including stalking and harassment) and how the police can identify those victims that are subject to repeat victimisation, are persistently targeted or are particularly vulnerable.	Supporting Vulnerable Victims Report (APP) There is also a mechanism through the Local Criminal Justice Board Victims and Witnesses Sub Group for reporting upon individual agency compliance. The processes for reporting are likely to have greater scrutiny in the forthcoming Victims Bill.
5	Maintain a continued focus on tackling the crimes which constitute violence against women and girls.	Supporting Vulnerable Victims Report (APP)
6	Ensure the way it works with young people supports effective engagement, safeguards young people, prevents unnecessary criminalisation and reduces reoffending.	Supporting Children and Young People (APP)

Police and Crime Plan Performance Framework

	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
7	Reduce criminal exploitation by deterring and disrupting County Lines activity and report on its approach to reduce and tackle serious violence in the county (including knife crime and homicide).	Tackling Serious Violence (APP)
8	Prevent and tackle ASB, crime and disorder (with focussed activity in geographic hot spots).	Neighbourhood crime and ASB (APP)
9	Act on the changes in relation to offender management. This will include the use of adult conditional cautions, appropriate diversion for young people with the Suffolk Youth Offending Service and delivering the new Integrated Offender Management Strategy, to reduce reoffending.	Managing Offenders and Reducing Re-offending (APP) IOM Governance Board (Local Criminal Justice Board) Supporting Children and Young People (APP)
10	Strengthen the approach to fraud investigation, prevention and victim support.	Police approach to Fraud (APP)
11	Tackle rural and wildlife crime.	Update on the rural and wildlife team (APP)
12	Keep the roads safe by continuing to use enforcement (specifically around the fatal four: speeding, drugs and alcohol, seatbelts and mobile phone use) to deter illegal behaviour on our roads.	Keeping our roads safe (APP)
Priority Area 2: Working in partnership to keep communities safe: The Constabulary will:		
13	Support a countywide partnership approach to road safety through the Suffolk Roadsafety Board.	Keeping our roads safe (APP). Agreement of the multi-agency Suffolk Road Safe Strategy (due 2022).
14	Ensure it meets its statutory obligations in terms of working with other partner agencies as a responsible authority, safeguarding partner and criminal justice partner.	Participation of the Constabulary at CSP and Safeguarding and LCJB meetings and key risks and issues brought to the attention of the PCC. Public updates through reports to APP as appropriate.

Police and Crime Plan Performance Framework

	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
15	Support a partnership problem solving approach to preventing Anti-Social Behaviour and crime.	Through working with CSP partners in respect of crime prevention solutions, ASB Community Trigger mechanisms and the County ASB steering Group.
16	Support solutions to improve the criminal justice system, bring offenders to justice and mitigate the increasing cost and workload pressures on the police.	Through effective engagement via Local Criminal Justice Board mechanisms and sub-groups.
17	Provide evidence of areas where improved partnership working could support the police to manage non-crime and criminal justice system demand and find solutions with partners to keep the public safe, consider the needs of young people and ensure victims and witnesses supported.	Ongoing with key partners on partnership fora for example: Children & Young People Steering Group; Safeguarding Partnership meetings; Local Criminal Justice Board (including Victims and Witnesses Sub-Group) and Countywide Suffolk Boards.
18	Communicate operational changes, where those changes impact the visibility of the service, and the way it works with partner agencies and the public on community safety and safeguarding.	Regular updates to partners and where necessary, communications plans agreed with the PCC, with regard updating the public (as and when necessary).
19	Ensure the capacity and capability required to meet the Strategic Policing Requirement obligations is appropriately considered within resource planning.	Reports to the PCC six monthly (through APP part II).
Priority Area 3: Effective organisational management of the Constabulary in relation to its people, its assets and its learning. The Constabulary will:		
20	Develop the professionalism and diversity of the workforce by: • Focussing on attraction, recruitment, retention and development of the workforce. • Making the workforce more representative of the communities it serves. • Delivering the requirements of the Policing Education Qualifications Framework.	Workforce (APP)
21	Ensure the approach to people management includes effective processes to support the health, well-being and welfare of the workforce.	Workforce (APP)

Police and Crime Plan Performance Framework

	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
22	Provide opportunities for young people through its cadet scheme, internships and apprenticeships.	Workforce (APP)
23	Make best use of volunteers in approved schemes where that can positively support and improve capacity.	Workforce (APP)
24	Comply with the equality duty and report progress with meetings its equality objectives.	Annual update to the OPCC with regard the Equality Act and Constabulary Equality, Diversity and Inclusion Strategy. Expected December 2022.
25	Ensure ethics, integrity and appropriate professional standards in the way it delivers policing (including transparency regarding its use of coercive powers including Stop and Search).	Published reports on Professional Standards. PCC oversight arrangements with PSD & the Independent Office for Police Conduct. Use of coercive powers (APP)
26	Improve data quality to support reliable and accurate performance and financial data on which to base decisions.	Updates to the OPCC on progress arising from the force's internal governance processes for data quality (six monthly).
27	Learn from audits, inspections and super-complaints to improve services to the public	Updates on audits reported to the PCC and Chief Constable's Audit Committee. HMICFRS inspections (and super complaints) published on the PCC website every time one is published (under PCC audit and inspection section).
28	Highlight to the PCC strategic issues relating to risk and operational need in delivery of specific functions to feed into effective future planning and resourcing decisions.	Regular updates from the Chief Constable to the PCC.
29	Use technology, to support effective value for money, innovation and environmentally sustainable solutions.	Financial monitoring reports (with regard investment) Updates from internal governance processes within the force.

Police and Crime Plan Performance Framework

	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
	The Chief Constable and PCC will:	
30	Ensure sound financial planning and budget setting through the Medium-Term Financial Plan and considered use of precept and reserves, which balances the need to keep people safe, with understanding the financial impact on local people.	Medium-Term Plan publications (reported to the Police and Crime Panel) Financial Monitoring Reports (APP) Audit Committee reports Reporting on precept investments (grey book publication)
31	Exploit government and other funding streams and grants where Suffolk Constabulary can benefit.	Ongoing, as opportunities arise.
32	Participate fully in contributing to the review of the funding formula.	Delivery of this is based on government timeframes.
33	Continue to consider where strategic collaboration with other agencies, benefits and supports policing in Suffolk.	Collaboration agreements are published on the PCC website. The Annual Governance Statement formally reports upon collaboration activity.
34	Explore how police funding can support the local and UK economy in force procurement of goods and services, whilst balancing that with the ambitions of cost savings through collaborated procurement across 7 police forces.	Monitored via 7 Force Strategic Collaboration Governance Arrangements
35	Ensure the police estate is fit for purpose and supports the maintenance of an efficient and effective 21st Century police service	Monitored via the internal Estates Management Board arrangements.
36	Consider its environmental impact and making the best use of scarce natural resources.	Constabulary Action Plan Engagement with partners on environmental strategy where appropriate.

Police and Crime Plan Performance Framework

	Objective 2: Provide services which support victims of crime and invest in initiatives which reduce crime and disorder.	Monitoring arrangements/activity to support progress
1	Ensure quality service provision to support victims of domestic abuse and sexual violence including ensuring there are routes into support for those who do not wish to report to the police.	All grant awards published on the PCC website. (https://suffolk-pcc.gov.uk/the-commissioner/grants) Annual Report to the Police and Crime Panel (which reflects all commissioning activity) and reports on key indicators (such as number of victims supported). Activity will include commissioning the Suffolk IDVA service for delivery from 1.10.2023
2	Publish the PCCs commissioning strategy to meet the needs of victims of crime. As part of that work, we will consult with agencies that support victims of crime, consider where longer term funding might support sustainability and challenge government funding levels where it does not sufficiently meet local need.	Commissioning Strategy will be drafted by the Autumn 2022 (with appropriate consultation). Publication of strategy expected by December 2022. Suffolk OPCC feeds into regional, and national, Police and Crime Commissioner commissioning networks.
3	Listen to the views of victims of crime to enhance his commissioning approach and raise issues with community safety and criminal justice partners as appropriate.	To be considered in the PCC Commissioning Strategy – the PCC is regularly updated on victims’ experiences from commissioned services. Wider system collection is also being considered in multi-agency fora: Violence Against Women and Girls Steering Group and LCJB Victim and Witnesses Sub-Group.
4	Provide clarity regarding local services commissioned by the PCC and national services for victims of crime	Published on the PCC website and updates provided at public meetings and to appropriate partnership boards.
5	Support effective domestic abuse perpetrator provision to prevent abuse and reduce reoffending	The current provision is a multi-agency approach across Constabulary, ICENI, OPCC and SCC. Current provision is being formally evaluated and any learning included in the Managing Offenders Report. The PCC will utilise the evaluation to consider (with VAWG partners) future commissioning opportunities.
6	Use crime and disorder funding to divert young people from crime and work with the police and partners to reduce reoffending.	Needs assessment/evidence will be requested from partners to inform our commissioning strategy (published December 2022). We will also consider suitable applications through the PCC Fund.

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	Objective 2: Provide services which support victims of crime and invest in initiatives which reduce crime and disorder.	Monitoring arrangements/activity to support progress
7	Explore opportunities to co-commission with the new national probation service, where it adds value to reducing reoffending in Suffolk.	Quarterly meetings between the OPCC and Probation are already in place for 2022 regarding evidencing gaps in provision.
8	Support problem solving in local communities, by investing in solutions which reduce reoffending, prevent crime and disorder or improve community safety.	Quarterly PCC Fund Panel meetings (decisions published) and activity published in the PCC's Annual Report.
9	Consider with the Constabulary, areas where investment might reduce non-crime demand on the police.	The PCC will take advice from the force on grants, and PCC fund, submissions which seek to reduce demand on the police.
10	Consider match-funding opportunities with Community Safety Partners, where the initiatives meet shared priorities agreed by the Safer Stronger Communities Board.	Continue to involve CSP Chairs in the quarterly PCC Fund Panel; applications to the fund might highlight potential match-funding opportunities. The PCC will consider evidence from CSPs of need in their local areas where match-funding could make a difference to shared priorities/Police and Crime Plan ambitions.
11	In reviewing our commissioning strategy, we will consider the following areas: • Reducing reoffending and preventing crime; • Supporting fraud prevention, and ensuring support is available for victims; • Acting on any requirements for the PCC in relation to reducing serious violence, set through the Serious Violence Duty; • The impact of substance misuse on crime and disorder; • Supporting victims of road traffic collisions and support efforts to tackle the fatal four; • Supporting young people (this could include initiatives which divert young people from criminality or support, enhance their skills or crime prevention advice and support so they do not become victims); • Initiatives which reduce demand on the police in particular, policing the night-time economy, ASB and reducing crime and disorder in our towns; • The areas prioritised in partnership with the Safer Stronger Communities Board.	Publication of our commissioning strategy December 2022. The criteria for the PCC Fund will be reviewed in line with the Police and Crime Plan by April 2022. The PCC will liaise with responsible authorities once the implications of the Serious Violence Duty (and extent of PCC involvement) become clear.

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	Objective 3: Engage with communities about policing and crime, and provide information about the work of the PCC and the Constabulary	Monitoring arrangements/activity to support progress
1	Review and publish the plans for engagement with the public, this will include learning from the pandemic to ensure a range of meetings where the public can choose to attend on-line or in person around the county. As part of this work, the plans will include: • Events around the county to support you to meet the PCC and the Chief Constable. • Holding 'Ask the Chief and PCC' events 'on-line' to ensure you can make contact and feed in views and ideas. • Improving engagement with under-represented groups. • Providing regular updates to local authorities and MPs.	Engagement Plan published on the PCCs website (April 2022). Following the Plan – subsequent event details will be distributed through networks, partner agencies and Police and Crime Panel members.
2	Feedback on the outcomes of engagement activity.	Updates will feed into six-monthly Improving confidence and satisfaction reports (APP)
3	Introduce a public question process into our Accountability and Performance Panel arrangements to enable members of the public to submit questions in advance of the meeting they would like to ask the PCC.	This will be introduced by the Spring 2022 and the process explained on our website.
4	Monitor victim satisfaction and public confidence, and work with the police to improve communication with the public and enhance confidence in the police.	Improving public confidence and satisfaction (APP)
5	Ensure it is clear how to correspond with the Office of the PCC to make your views known. If your concern is about operational policing or reflects a complaint about the police, with your permission, the PCC will direct your query to the Constabulary.	Detail published on the PCCs website. https://suffolk-pcc.gov.uk/contact
6	Include details on the PCC website how to contact your local Safer Neighbourhood Team.	Link published on the PCC and Constabulary websites (these will be updated as necessary).

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	Objective 3: Engage with communities about policing and crime, and provide information about the work of the PCC and the Constabulary	Monitoring arrangements/activity to support progress
7	Continue to meet the statutory requirements around publication of information.	All specified information order requirements published on the PCC's website. https://suffolk-pcc.gov.uk/key-info
8	Act upon any recommendations for the PCC arising from inspections, super-complaints and audits.	Inspections and super-complaints are published on our website (with responses). https://suffolk-pcc.gov.uk/key-info/holding-to-account/hmicfrs-inspections-and-reports Audit findings considered at the Chief Constable and PCC Audit Committee.
9	Continue to support, with the Constabulary, the public scrutiny of the police use of stop and search, through the Stop and Search Reference Group	Continue, with the Constabulary, to purchase support to enable independent public scrutiny. SLA and contract monitoring arrangements in place. https://suffolk-pcc.gov.uk/key-info/holding-to-account/monitoring-performance/stop-and-search
10	Clarify the process regarding applications for crime and disorder reduction funding	Published on PCC website and Suffolk Community Foundation's website. To be reviewed in line with the new Police and Crime Plan by April 2022.
11	Continue to publish details about all grant awards and commissioned services on our website and communicate those projects and services with local policing colleagues, partner agencies and national bodies.	Published on the PCC website – and link provided under Obj. 2.
12	Publish an Annual Report which sets out his commissioning and activity.	Annual report published (October each year) following consideration by the Police and Crime Panel. https://suffolk-pcc.gov.uk/wp-content/uploads/2021/11/PCC-annual-report-20-21.pdf
13	Operate a Custody Visiting Scheme to ensure independent checks upon the welfare and rights of those in custody.	Annual Report on Custody Visiting Scheme published on the PCC's website (July annually). https://suffolk-pcc.gov.uk/get-involved/independent-custody-visitors

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	Objective 3: Engage with communities about policing and crime, and provide information about the work of the PCC and the Constabulary	Monitoring arrangements/activity to support progress
14	Monitor and publish information about how Suffolk Constabulary deals with complaints including the level and nature of complaints to ensure the force is acting appropriately and in a timely fashion. Dip-sample police complaints to ensure due process has been applied and undertake independent reviews of cases.	Complaints trends published within the improving public confidence and satisfaction report. Detailed complaints data and oversight information reported six monthly on PCC's website.
15	Publish an Annual Governance Statement, setting out the PCC's governance and internal control arrangements.	Annual publication each year in line with guidance.
16	Take opportunities to work with the media and to publicise information about policing and the role and work of the PCC to support public confidence.	Ongoing - press releases and media coverage to inform the public.
17	Utilise social media provides to communicate and engage with the public and respond to feedback.	Ongoing – we use this to promote awareness raising campaigns alongside the Constabulary and victim support services.

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	Objective 4: Work in partnership to improve criminal justice and enhance community safety	Activity to support progress
1	Ensure that investments in Crime and Disorder Reduction and victim services are effectively communicated to partners and the public	Regularly updated on the PCC's website and details shared.
2	Ensure the OPCC is present at meetings of those partnerships where the PCC has a role and can make a difference.	Regular attendance at Suffolk Public Sector Leaders, Health and Well-Being Board, Safer Stronger Communities Board and Local Criminal Justice Board including relevant sub-groups.
3	Work with partners which support him to improve systems and understand gaps, in order to advocate for victims, reduce reoffending, and prevent crime	Act upon information provided about system issues where his role could add value.
4	Reflect the Community Safety Partnership and Safer Stronger Communities Board priorities in commissioning, update those partners on his commissioning strategy.	Commissioning Strategy published December 2022, and updates provided. (Ref Objective 2 – action 11)
5	Through the Safer Stronger Communities Board and Suffolk Public Sector Leaders, exploit opportunities for government funding which support crime reduction and community safety	As and when opportunities arise (as in the past). For example, there will be further opportunities to submit Safer Streets Fund applications in partnership.
6	Co-operate with statutory, voluntary and private sector partners to supportive initiatives which benefit young people.	This will be considered through our commissioning strategy and remain a theme through the PCC Fund.
7	Understand the Serious Violence Duty and associated multi-agency responsibilities and act upon any responsibilities for the PCC.	The PCC will liaise with responsible authorities once the implications of the Serious Violence Duty (and extent of PCC involvement) is clear.
8	Lobby national bodies, including through the Association of Police and Crime Commissioners to support improvements for policing, criminal justice, community safety and victims.	Work with the APCC, Home Office and Ministry of Justice to improve approaches.
9	Work with the Suffolk Reducing Reoffending Group to understand gaps in provision, particularly for young people up to the age of 25.	Liaison with Probation, IOM, Policing and Youth Justice colleagues regarding future areas for consideration and evidence of need/gaps in the system for this age group.

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	Objective 4: Work in partnership to improve criminal justice and enhance community safety	Activity to support progress
10	Consider whether the PCC's Crime and Disorder funding could support or match fund provision to reduce reoffending.	This will be considered as part of the Commissioning Strategy. We will also consider suitable applications to the PCC Fund.
11	Take account of the lessons from the pandemic and the implications for implications for the criminal justice system	Engagement with the Local Criminal Justice Board mechanisms as appropriate. This engagement will, in due course, take account of any new responsibilities defined under the PCC review. The Government issued CJS scorecard is proposed to support LCJBs to take further action locally.
12	Deliver the requirements in the new Victims Code.	Monitored via the Local Criminal Justice Board and through the Supporting Vulnerable Victims Report to APP. Those requirements which impact PCC commissioned victims' services are part of the PCC conditions of award. Key OPCC activity - commissioning the Norfolk and Suffolk Victim Care service and the RJ service for delivery April 2023.
13	Understand the impacts on the force and partner agencies in terms of managing offenders	Monitored via the Local Criminal Justice Board workstreams and the Managing Offenders report to APP.
14	Consider with public sector leaders, including health commissioners and the Chief Constable, how the countywide approach to issues with impact public safety can be improved.	Through county safeguarding mechanisms, Suffolk Public Sector Leaders considerations and Health and Well Being Board agendas.
15	Monitor the Constabulary's role where it is a statutory partner on key partnerships as part of his governance role.	Internal updates from the Chief Constable
16	Work with partners to support and invest in awareness raising, including where there mechanisms nationally for victims of crime (particularly for victims of modern slavery and human trafficking) so the public and practitioners are supported to understand what is available and how to act on concerns.	Continue to invest in appropriate awareness raising activity through Safer Stronger Communities Board mechanisms.
17	Support responsive countywide systems for victims of crime.	Ongoing via work planning at SSCB and LCJB and those bodies sub-groups (such as VAWG) as appropriate.