

Police and Crime Plan Performance Framework (2025-29)

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 Police Powers** (including Use of Force and Stop and Search and update on external scrutiny by the Police Powers Scrutiny 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 use of Out of Court Resolutions, 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, shoplifting 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).

To ensure greater emphasis on efficiency and value for money, the PCC will consider the addition of an 'Efficiency and Productivity' report, of which the purpose will be ensure effective scrutiny on decision-making around the workforce, technology and procurement.

All will be six-monthly reports unless stated above. 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 to the APP process, the PCC will continue to monitor progress towards key objectives through regular meetings with the Chief Constable. As part of the new Police and Crime Plan, the PCC will review and develop the overarching scrutiny programme to support their statutory role in holding the Chief Constable to account on key policing decisions and scrutinising the efficient and effective delivering of policing in Suffolk.

Furthermore, 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 His 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:

To ensure the PCC can hold the Chief Constable to account on the performance of policing, the PCC will request that the Constabulary provides data on all crime types. As a format, the PCC will receive this from the Constabulary on a quarterly basis. This will then be reviewed and form the basis of regular scrutiny with the Chief Constable.

More specifically, the PCC will ensure that those areas which are seen as challenges to the force, from both its own strategic assessment and wider PCC priorities, will be covered in the APP 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, shoplifting 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, solved rates, and where possible a 2019 baseline. 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)

The Accountability and Performance (APP) Panel will be the main reporting arrangement and monitoring activity for commitments made by the PCC and Chief Constable within the Police and Crime Plan.

While the APP will have the necessary data to track outcomes, to monitor overall progression against the three core themes of the Plan, the PCC will report annually on the following areas:

1) Theme One: Effective and Efficient Workforce

- Total levels of recorded crime
- Public confidence, via the Crime Survey for England and Wales (CSEW)
- Police overall compliance with the Victims' Code
- Police officer and staff headcount and FTE

2) Theme Two: Commission to Support Victims and Reduce Crime and Disorder

- Level of PCC investment in commissioning, co-commissioning, and match-funding from wider partners
- Number of beneficiaries supported and worked with, including victims, offenders and children and young people
- % of victims able to Cope and Build Resilience within the IDVA Service
- PCC's Fund delivery against the following outcomes
 1. Improved Confidence, Resilience and Feelings of Safety
 2. Increased Education, Skills, Training and Employability
 3. Reduced Offending, Violence and Exploitation
 4. Improved Mental Health, Reduced Addiction and Homelessness

3) Theme Three: Engagement with Communities

- Public confidence, via the Crime Survey for England and Wales (CSEW)
- Number of engagement sessions
- Category of engagement (i.e., schools, underrepresented communities, businesses, elected representatives, victims, VCSEs)

The section below outlines the arrangements and activity in place to report on progress against commitments. In addition, where appropriate, commitments will be reviewed and monitored through the PCC's Weekly Conference.

Theme 1: An efficient and effective police force for Suffolk		Reporting arrangements/activity to support progress
Objective 1: Improving public confidence through an effective response to the public and proactive approach to crime prevention. The Constabulary will:		
T1O1 1	Build on the investment in the Command and Control Room, to ensure it maintains the good emergency response and call-handling performance, utilising a range of alternative channels to report crime and contact the police.	Responding to Calls for Assistance (APP)
T1O1 2	Monitor the impact of the investments in the Digital Desk and Rapid Video Response.	Responding to Calls for Assistance (APP)
T1O1 3	Evaluate the new Policing Model to enable the police to be more accessible and visible to communities, and support community engagement, reduce and prevent crime, including retail and other business crime.	In relation to visibility and community engagement, Improving Confidence and Satisfaction (APP). In relation to reducing and preventing retail and business crime, Neighbourhood & ASB (APP).
T1O1 4	Ensure that engagement and crime prevention activity reach the different populations which make up the Suffolk community.	This will be discussed in the following APP reports: <ul style="list-style-type: none">• Improving Confidence and Satisfaction (APP)• Managing Offenders and Reducing Re-offending (APP)• Supporting Children and Young People (APP)• Tackling Serious Violence (APP)• Neighbourhood Crime and ASB (APP)
T1O1 5	Prevent and tackle ASB, neighbourhood crime and disorder (with focussed patrol activity in geographic hot spots).	Neighbourhood Crime and ASB (APP)
T1O1 6	Ensure the force understands the impacts rural and wildlife crime and uses specialist officers to advise communities.	Update on the Rural and Wildlife Team (APP)
T1O1 7	Keep the roads safe through enforcement to deter illegal behaviour on our roads and responding to emergencies. Use road safety campaigns to keep people safe and traffic flowing.	Keeping our Roads Safe (APP)
T1O1 8	Implement the “Clear, Hold, Build” initiative across Suffolk where appropriate and based on evidence.	Tackling Serious Violence (APP)
T1O1 9	Engage young people in schools to promote awareness of safety and VAWG, education around policing, and prevent exploitation, ASB and serious violence.	Supporting Children and Young People (APP)

Theme 1: An efficient and effective police force for Suffolk		Reporting arrangements/activity to support progress
The PCC and Chief Constable will:		
T1O1 10	Continue the public scrutiny of police powers.	Continue, with the Constabulary, to purchase support to enable independent public scrutiny. SLA and contract monitoring arrangements in place.
Objective 2: Effective crime investigation, effective support for victims, and appropriate management of offenders: The Constabulary will:		
T1O2 1	Keep people informed and updated when they report a crime	Supporting Vulnerable Victims (APP) This will be picked up further through the new stipulations via the Victims and Prisoners Act, which obligates the PCC to monitor compliance of the Victims' Code. Constabulary Three Year Plan Update
T1O2 2	Deliver quality investigations, by skilled professionals	Constabulary Three Year Plan Update (APP) Training and development picked up in Workforce (APP) Solved rates picked up in subject specific reports to APP
T1O2 3	Ensure compliance with the police elements of the Victims' Code, appropriately assessing victims' needs, identifying repeat victimisation and ensuring there is appropriate referral to victim support services.	Supporting Vulnerable Victims (APP) This will be picked up further through the new stipulations via the Victims and Prisoners Act, which obligates the PCC to monitor compliance of the Victims' Code.
T1O2 4	Understand the impact upon victims of Hate Crime, Domestic Abuse, Modern Slavery and Sexual Offences (including stalking and harassment) and act accordingly.	Supporting Vulnerable Victims (APP)
T1O2 5	Have a clear approach to tackling and preventing the crimes which constitute violence against women and girls, complemented by its commitments in the Suffolk VAWG Strategy.	Supporting Vulnerable Victims (APP) Partnership working with the countywide VAWG Steering Group
T1O2 6	Safeguard young people, prevent criminalisation and reduce reoffending.	Supporting Children and Young People (APP) Continued work with Multi-Agency Safeguarding Hub (MASH)
T1O2 7	Reduce criminal exploitation by deterring, disrupting and eliminating County Lines activity and improving the approach to reduce serious violence in the county.	Tackling Serious Violence (APP) Fulfil statutory responsibilities with continued partnership working countywide (see T1O2,3).

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T1O2 8	Appropriate use of Out of Court Resolutions, conditional cautions and the Integrated Offender Management Scheme, to reduce re-offending and manage offenders.	Managing Offenders and Reducing Re-Offending (APP) IOM Governance Board (Local Criminal Justice Board) Supporting Children and Young People (APP)
T1O2 9	Strengthen the approach to economic crime, fraud investigation and victim support, utilising the funding made available from Suffolk Public Sector Leaders for fraud prevention to good effect and learning for future investments.	The Police Response to Fraud (APP)
Objective 3: Working in partnership. The Constabulary will:		
T1O3 1	Ensure it meets its partnership obligations as a responsible authority where appropriate.	The following areas to be referred to and updated on police activity in the relevant APP papers: <ul style="list-style-type: none"> - As a Crime and Disorder Act responsible authority - As a Suffolk Safeguarding Partner arrangements - As a Youth Justice Board Partner and - As a Criminal Justice Board Partner - Through Safer Stronger Communities Board - Through Suffolk Public Sector Leaders SPSL - Through Community Safety Partners - Through Health and Wellbeing Board
T1O3 2	Support a partnership problem-solving approach to preventing anti-social behaviour (ASB) and crime (alongside other agencies compelled by the ASB, Crime and Policing Act and through commitment to the Countywide ASB Steering Group).	Through working with CSP partners in respect of crime prevention solutions, ASB Case Review mechanisms and the County ASB steering Group.
T1O3 3	Work effectively with Probation on the governance of the Integrated Offender Management Scheme and through multi agency public protection arrangements.	IOM Governance Board (Local Criminal Justice Board)
T1O3 4	Deliver its statutory responsibilities in relation to the Serious Violence Duty.	Force responsibilities driven through the countywide partnership. Relevant updates to be reported via Tackling Serious Violence (APP).
T1O3 5	Support system solutions to improve the criminal justice system, and mitigate the cost and workload pressures on the police arising from system delays and lack of capacity.	Through effective engagement via Local Criminal Justice Board mechanisms and sub-groups.
T1O3 6	Ensure that the force works proactively through the Safer and Stronger Communities Board particularly the Violence Against Women and Girls	Ongoing with key partners on partnership fora for example: Children & Young People Steering Group; Safeguarding Partnership meetings;

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	(VAWG), ASB, Criminal Exploitation, Modern Slavery (and Serious Violence) sub-groups.	Local Criminal Justice Board (including Victims and Witnesses Sub-Group) and Countywide Suffolk Boards.
T1O3 7	Monitor the effectiveness of the Protective Services functions collaborated with Norfolk Constabulary (including responding to the acute demands on firearms licensing).	6-month reporting into the private agenda of APP to ensure monitoring.
T1O3 8	Utilise the knowledge of design out crime officers to impact new planning developments to reduce the demand on the police and improve the safety of communities.	Work with local authority planning officers. Partnership working updates from Chief Constable to be provided to the PCC.
T1O3 9	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. APP Papers require consideration of risk.
Objective 4: Ensure the Constabulary's people are developed and supported, and its assets and resources are used to enable an effective and efficient police service. The Constabulary will:		
T1O4 1	Have a proactive approach to attraction, recruitment and retention of its workforce.	Workforce (APP)
T1O4 2	Ensure the right workforce mix of police officers, staff and volunteers to police Suffolk effectively.	Workforce (APP). PCC will consider the addition of an 'Efficiency and Productivity' APP paper.
T1O4 3	Explore opportunities to grow the police workforce with investment from partners in areas of mutual interest	Workforce (APP)
T1O4 4	Strive to make the workforce more representative of the communities it serves.	Workforce (APP)
T1O4 5	Care for the workforce by supporting health, well-being and welfare, thereby reducing levels of sickness and restricted duties	Workforce (APP)
T1O4 6	Provide more opportunities for young people and volunteers to positively support and improve capacity and capability.	Workforce (APP)
T1O4 7	Ensure the workforce is supported with effective learning and continual professional development.	Workforce (APP)
T1O4 8	Focus on a workforce culture of continual innovation, improvement and increased use of modern technology.	Workforce (APP)? Financial monitoring reports (with regard investment) Updates from internal governance processes within the force.

Theme 1: An efficient and effective police force for Suffolk		Reporting arrangements/activity to support progress
T1O4 9	Comply with the equality duty	Workforce (APP) Annual update to the OPCC with regard the Equality Act and Constabulary Equality, Diversity and Inclusion Strategy
T1O4 10	Ensure ethics and integrity in the way it delivers policing.	Published reports on Professional Standards. PCC oversight arrangements with PSD & the Independent Office for Police Conduct. Use of Police Powers (APP)
T1O4 11	Act upon public complaints, dealing with them in a timely manner and ensuring learning is captured.	Improving Confidence and Satisfaction (APP)
T1O4 12	Investing in the vetting department to optimise capacity and minimise delays for staff and suppliers.	Improving Confidence and Satisfaction (APP)
T1O4 13	Ensure transparency regarding its use of police powers.	Use of Police Powers (APP)
T1O4 14	Ensure reliable, detailed and accurate performance and financial data on which to base decisions.	Financial Monitoring (APP), Updates to the OPCC on progress arising from the force's internal governance processes for data quality (six monthly).
T1O4 15	Act upon audits, inspections and super-complaints to improve processes and services within agreed time schedules.	Updates on audits reported to the PCC and Chief Constable's Audit Committee. Supercomplaint process established with OPCC. HMICFRS inspections (and super complaints) published on the PCC website every time one is published (under PCC audit and inspection section).
T1O4 16	Use technology to support value for money, innovation, and environmentally sustainable solutions.	Capital Programme will be monitored through the Financial Monitoring Update (APP) PCC to consider the Joint Collaboration Panel as an existing arrangement for monitoring initiatives, such as the Joint Transformation Programme. The PCC will consider the addition of an 'Efficiency and Productivity' APP paper.
T1O4 17	Ensure fleet management and procurement which meets the continuous demands of emergency response, roads policing and investigation.	Review the Constabulary's Fleet Strategy

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		<p>The PCC will consider the addition of an 'Efficiency and Productivity' APP paper.</p> <p>The PCC will review the current decision-making process to ensure all relevant needs are considered</p>
T1O4 18	Procurement and the supply chain will act to maximise social value, supporting the UK and local economy and reducing the carbon footprint.	Monitored via 7 Force Strategic Collaboration Governance Arrangements.
The Chief Constable and PCC will:		
T1O4 19	Ensure sound financial planning and budget setting through the Medium-Term Financial Plan processes.	<p>Medium-Term Plan publications (reported to the Police and Crime Panel)</p> <p>Financial Monitoring Reports (APP)</p> <p>Audit Committee reports</p> <p>Reporting on precept investments (grey book publication)</p>
T1O4 20	Maximise funding streams, grants and opportunities to generate income to benefit Suffolk.	Ongoing, as opportunities arise. PCC commissioning where appropriate will be used to reduce demand on police generating savings.
T1O4 21	Exploit opportunities in planning developments to bring investment to policing to compensate for additional demand.	Ongoing, as opportunities arise.
T1O4 22	Ensure the capacity and capability required to meet the Strategic Policing Requirement obligations is considered within resource planning.	<p>Ensure the capacity and capability required to meet the Strategic Policing Requirement obligations is appropriately considered within resource planning.</p> <p>Reports to the PCC six monthly (through APP private agenda).</p>
T1O4 23	Invest in technology to support improvements in policing.	<p>Financial Monitoring (APP) to outline investments into technology.</p> <p>Ongoing, as opportunities arise.</p>
T1O4 24	Continue to consider where strategic collaboration with other agencies benefits policing in Suffolk.	<p>Collaboration agreements are published on the PCC website.</p> <p>The Annual Governance Statement formally reports upon collaboration activity.</p>
T1O4 25	Explore how police procurement can support the local and UK economy particularly through social value.	Monitored via 7 Force Strategic Collaboration Governance Arrangements
T1O4 26	Encourage diversity into the organisation.	<p>Workforce (APP)</p> <p>Force Race Action Plan</p>

Theme 1: An efficient and effective police force for Suffolk		Reporting arrangements/activity to support progress
T1O4 27	Support the work of the Suffolk Race Action Advisory and Scrutiny Panel to improve trust and confidence.	PCC will continue to provide funding, where appropriate. Review of the annual report to ensure progress.
T1O4 28	Develop and manage the police estate so it is fit for purpose and share estate where it provides the best value for the police.	Monitored via the internal Estates Management Board arrangements.
T1O4 29	Consider the environmental impact on the organisation and make best use of scarce natural resources.	Constabulary Action Plan Engagement with partners on environmental strategy where appropriate.

Theme 2: Commissioning services which support victims of crime and investing in initiatives which reduce crime, disorder and offending.		Monitoring arrangements/activity to support progress
Objective 1: Commissioning services which support victims of crime. The PCC will:		
T2O1 1	Provide services which support victims of crime whether or not they have reported to the police so that a victim's rights to self-access, or be referred to, a support service via the Victims' Code can be met.	<p>All grants will be published on the PCC website. The Annual Report to the Police and Crime Panel will reflect all commissioning activity and reports on key indicators.</p> <p>Services the PCC invests in, or commissions, will need to report on how they have met one or more of the following outcomes:</p> <ol style="list-style-type: none"> 1. Improved Confidence, Resilience and Feelings of Safety 2. Increased Education, Skills, Training and Employability 3. Reduced Offending, Violence & Exploitation 4. Improved Mental Health, Reduced Addiction and Homelessness
T2O1 2	Prioritise services for victims of domestic abuse and sexual violence.	<p>Continue with quarterly monitoring of contracts and grants. Commitment to the IDVA Service contract in place until Sept 2027, with grant extensions of DA/SV services until 31st March 26.</p> <p>Victim Needs Assessments will be conducted in 2025 to implement arrangements from 2026 onwards in response to demand.</p>
T2O1 3	Review the PCC's commissioning strategy to ensure it continues to meet the needs of victims of crime.	<p>Victim Needs Assessment based on commissioning data, wider criminal justice and demographic indicators, and partnership work will be used in conjunction with current strategy to assess future priorities.</p> <p>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.</p>
T2O1 4	Listen to views of victims of crime and service providers to consider enhancement to services where funding allows, and evidence justifies need.	The PCC is regularly updated on victims' experiences from commissioned services. Regular grant and contract monitoring,

Theme 2: Commissioning services which support victims of crime and investing in initiatives which reduce crime, disorder and offending.		Monitoring arrangements/activity to support progress
		<p>as well as PCC visits encompasses feedback from victims and service providers, which are captured to feed into decision-making.</p> <p>Arrangements are also being progressed through Norfolk and Suffolk Victim Care to develop a stronger victim's voice on crime, support, and criminal justice system experience.</p> <p>Wider system collection is also being considered in multi-agency for a, such as the Violence Against Women and Girls Steering Group and LCJB Victim and Witnesses Sub-Group. In addition, research into gaps in service is being sought through partnership research.</p>
T2O1 5	Learn from needs assessments and drive an effective evidence base (across partners) to support joint commissioning and the new duty to collaborate to support victims of domestic abuse and sexual violence so a victim's right to be referred to a service are met.	See T2O1,3.
T2O1 6	Explore commissioning specialist services (through the VAWG development strategy with local partners) to deliver what victims need, working together to balance quality, value for money and appropriate generic and specialist services.	See T2O1,3.
T2O1 7	Continue with service provision for victims of fraud.	Norfolk and Suffolk Victim Care will continue to be the main service for victims of fraud. The PCC will consider additional and enhanced provision to address any future gaps in service. The OPCC will continue to monitor national provision to ensure effective service and join-up.
T2O1 8	Continue to co-commission with Norfolk PCC or other partners where that benefits the offer to victims.	The PCC will continue to co-commissioning Norfolk and Suffolk Victim Care, as well as explore further opportunities to work with Probation. The Victims and Prisoners Act stipulates collaboration

Theme 2: Commissioning services which support victims of crime and investing in initiatives which reduce crime, disorder and offending.		Monitoring arrangements/activity to support progress
		with the PCC, local authority and ICBs when commissioning around Domestic Abuse, Sexual Violence and Serious Violence.
T2O1 9	Progress multi-year funding arrangements wherever possible and practical.	The PCC will consider where longer term funding might support sustainability and challenge government funding levels where it does not sufficiently meet local need.
Objective 2: Investing in initiatives which reduce crime, disorder, offending and prevent victimisation. The PCC will:		
T2O2 1	Consider next steps and learning from domestic abuse perpetrator provision to prevent abuse and reduce reoffending.	The current provision is a multi-agency approach across Constabulary, ICENI, and OPCC. Current provision is to end in March 2026 and considerations on future funding are dependent on national opportunities and availability of PCC and wider partner funding.
T2O2 2	Work with partners (particularly the Constabulary, His Majesty's Prison and Probation Service and Youth Justice) to identify evidence-based pilot programmes which offer opportunities to reduce reoffending, these could include rehabilitative ideas which provide education, training and employment.	Quarterly meetings between the OPCC and Probation regarding evidencing gaps in provision. Use C&D reduction funding to support joint objectives. Explore further opportunities with Suffolk Youth Justice Service.
T2O2 3	Support problem-solving in local communities, by investing in local solutions and commissioning local assets which reduce reoffending, prevent crime and disorder, or improve community safety.	Quarterly PCC's Fund Panel meetings (decisions published) and activity published in the PCC's Annual Report. Support partnership activity, such as Clear, Hold, Build.
T2O2 4	Consider match funding opportunities, particularly with Community Safety Partners, where there are shared priorities to prevent ASB and crime and raise awareness.	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.
T2O2 5	Supporting young people – for example initiatives which divert young people from criminality, enhance their skills or provide crime prevention advice and support so they do not become victims.	Review scope and success of previous PCC grants to inform future commissioning, as well as consult relevant partners. Use C&D reduction funding to support joint objectives. Explore further opportunities with Serious Violence Duty partners
T2O2 6	Consider initiatives which reduce the demand on the police.	Review impact of Crime & Disorder services, and consult with the force, to inform future commissioning.

Theme 2: Commissioning services which support victims of crime and investing in initiatives which reduce crime, disorder and offending.		Monitoring arrangements/activity to support progress
T2O2 7	Develop an understanding of the benefits derived from the Serious Violence Funding, and the utilise the refreshed Suffolk Serious Violence Strategy to inform our commissioning.	To continually review the strategy and ensure alignment to OPCC commissioning where appropriate. To work with partners through via Duty to Collaborate within the Victims and Prisoners Act.
T2O2 8	Consider the areas prioritised in partnership with the Safer Stronger Communities Board such as Combating Drugs and Criminal Exploitation and Violence against Women and Girls (VAWG) to reflect any impacts on our commissioning intentions	Continue participation of the wider system partnerships, as well as the Violence Against Women and Girls Steering Group and LCJB Victim and Witnesses Sub-Group. Ensure effective information sharing, and capture learning to inform internal decision making.
T2O2 9	Continue to work with partners on initiatives where partner agencies can utilise PCC involvement to enable them to draw down government funding	Under continual review, in preparation for announcement on government funding.
T2O2 10	Review and develop the PCC's Fund with Suffolk Community Foundation.	The PCC will continue the PCC's Fund and will grant successful applications that can demonstrate their contribution to any of the following outcomes: 1. Improved Confidence, Resilience and Feelings of Safety 2. Increased Education, Skills, Training and Employability 3. Reduced Offending, Violence & Exploitation 4. Improved Mental Health, Reduced Addiction and Homelessness

Theme 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
Objective 1: Engage with communities to understand their views about policing and crime. The PCC will:		
T3O1 1	Review, publish and implement the plans for engagement with the public in order to listen to the views of the public and provide a range of opportunities for dialogue.	The PCC will review the engagement plan and look to improve engagement with a wide range of communities, particularly young people. The PCC will look to continue public meetings in different areas of the county each year to enable the public to raise issues about

Theme 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
		<p>policing with the PCC and the Chief Constable. In addition, the PCC will hold 'Ask the Chief and PCC' events online, take part in Street Meets and community-based engagement to ensure the public can feed in views, as well as provide surgeries as required.</p> <p>The PCC will attend meetings of the business community to ensure there is good engagement and feedback with policing and the PCC.</p> <p>The PCC will provide regular updates to local authorities and MPs and look to formalise feedback on the outcomes of engagement activity to evidence how the PCC is listening, engaging and learning from the public, to impact policing and PCC plans.</p>
T3O1 2	Review the public accountability arrangements, considering ways to increase public questions and engagement, and continue to enable members of the public to submit questions.	Arrangements are always under review. Any changes will be considered internally and appropriately reported to the Police and Crime Panel.
T3O1 3	Ensure it is clear how to correspond with the PCC's office, to make your views known or with the police force if your matter is operational.	Detail published on the PCC's website.
T3O1 4	Monitor victim satisfaction and public confidence, and work with the force to learn what it is hearing from local communities and improve communication with the public and enhance confidence in the police.	Updates will feed into six-monthly Improving Confidence and Satisfaction (APP).
Objective 2: Inform and update the public about the work of the PCC. The PCC will:		
T3O2 1	Continue to meet the statutory requirements around publication of information.	All specified information order requirements published on the PCC's website.
T3O2 2	Act upon any recommendations for the PCC arising from inspections and super-complaints.	Inspections and super-complaints are published on our website with responses. Audit findings considered at the Chief Constable and PCC Audit Committee.

Theme 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
T3O2 3	Publish information on grant awards and commissioned services and communicate those awards to local policing colleagues and partner agencies.	Published on the PCC's website. Quarterly updates to key partners sent.
T3O2 4	Produce an annual report, which sets out his commissioning and activity each year.	Annual report published (October each year) following consideration by the Police and Crime Panel. LINK
T3O2 5	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.
T3O2 6	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.	Complaints trends published within the improving public confidence and satisfaction report. Detailed complaints data and oversight information reported six monthly on PCC's website.
T3O2 7	Monitor the approach to complaints and professional standards (alongside the Independent Office of Police Conduct - IOPC), to understand performance in a national context.	Continue to attend IOPC meetings and use IOPC data to reflect on Suffolk performance. Dip-sample police complaints to ensure due process has been applied and undertake independent reviews of cases. Internal review of the complaints process to ensure effective scrutiny.
T3O2 8	Operate an effective Audit Committee with the Chief Constable to ensure appropriate checks and balances, that matters are scrutinised, and action taken.	Ongoing.
T3O2 9	Publish an Annual Governance Statement, clearly setting out the PCC's governance and internal control arrangements.	Annual publication each year in line with guidance.
T3O2 10	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.
T3O2 11	Utilise social media 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.
Objective 3: Work in partnership to enhance criminal justice and support community safety. The PCC will:		
T3O3 1	Ensure that investments in Crime and Disorder Reduction and victim services are effectively communicated to partner agencies on Safer Stronger Communities Board and Community Safety Partnerships.	Quarterly updates. List is published to website.

Theme 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
T3O3 2	Ensure the PCC, or an attendee from his office, engages with those partnerships where the PCC has a role and can make a difference, respecting the reciprocal requirements on Community Safety Partners and the PCC to consult each other on statutory plans and for the PCC to receive updates from Community Safety Partnerships.	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.
T3O3 3	Work with partnerships and services which support system improvements, 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.
T3O3 4	Formalise updates from Community Safety Partnerships.	Internal reviewing of CSP minutes, as well as annual attendance to ensure effective information sharing whilst balancing resource.
T3O3 5	Through the Safer Stronger Communities Board and Suffolk Public Sector Leaders, harness opportunities for government funding which support crime reduction and community safety.	As and when opportunities arise.
T3O3 6	Co-operate with statutory, voluntary and private sector partners to support initiatives which benefit young people and reduce offending.	This will be considered through our commissioning strategy and remain a theme through the PCC Fund.
T3O3 7	Support partners with their Serious Violence Duty and act upon any responsibilities for the PCC.	The PCC will liaise with responsible authorities in line with legislation and government guidance.
T3O3 8	Utilise the Association of Police and Crime Commissioners to support national improvements for policing, criminal justice, community safety and victims.	Work with the APCC, Home Office and Ministry of Justice to improve approaches.
T3O3 9	Lobby the Ministry of Justice (MoJ) and ministers for a long-term plan for the Criminal Justice System to bring back public confidence.	Communications from Suffolk are collated by the APCC to send formal response in need of longer-term funding.
T3O3 10	Consider whether the PCC's crime and disorder reduction funding could support or match fund provision to reduce reoffending.	Continue commissioning partnership with Probation, review current co-commissioning to inform future provision.
T3O3 11	Deliver the requirements in the new Victims' Code and associated responsibilities forthcoming from the Victims and Prisoners Act	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 in 2026.

Theme 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
T3O3 12	Understand the impacts of government policy on managing offenders.	Monitored via the Local Criminal Justice Board workstreams and the Managing Offenders report to APP 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.
T3O3 13	Continue to lobby for a fundamental review and longer-term investment into our Criminal Justice System.	Communications from Suffolk are collated by the APCC to send formal response in need of longer-term funding.
T3O3 14	Work with partner agencies to support and invest in awareness raising where that reduces crime and victimisation.	Continue to invest in appropriate awareness raising activity through Safer Stronger Communities Board mechanisms. Work with CSPs to build greater understanding of PCC commissioning for potential match-funding and to reduce duplication. 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.
T3O3 15	Support responsive countywide systems for victims of crime.	Continue to work at SSCB and LCJB and those bodies sub-groups (such as VAWG) as appropriate.