

# THE POLICE & CRIME PLAN FOR SUFFOLK

## 2025-2029



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## FOREWORD BY THE PCC

### Tim Passmore Police and Crime Commissioner for Suffolk



Last May I was absolutely delighted and privileged to be re-elected by the people of Suffolk to serve for a fourth term as the county's Police and Crime Commissioner. Suffolk, my birthplace, has enormous potential - not just because of its rich agricultural heritage, superb coastline and countryside, but because of its people, its industry and its cultural strengths. Technology, logistics, energy, and horseracing amongst others are the envy of many and are simply world class. We must continue working together to maintain and develop this favourable disposition.

That is why our Suffolk Police and Crime Plan is so crucial for our collective future. Good and effective policing, and keeping crime levels low is a powerful driver of economic growth and is even more crucial considering the turbulent global geopolitical environment we currently live and work in.

This new Police and Crime Plan is a high-level strategic policing document which recognises the vital Peelian principles of policing and yet is customised for our unique Suffolk requirements. It has a duration of four years. Monitoring of delivery and outcomes is underpinned by the new evidence-led performance framework, tailored to support the plan's key objectives. This helps me hold the Chief Constable to account and analyse the results of our commissioning and grant awards. Most of this work is delivered via the bi-monthly public Accountability and Performance Panels held

at Constabulary Headquarters in Martlesham – public attendance and participation is always encouraged.

The starting position is favourable. The latest data from the Office for National Statistics places Suffolk as having the third lowest rate of recorded crime in England and Wales. This is an excellent achievement bearing in mind the Constabulary is one of the lowest funded forces per capita and covers an enormous rural area, never mind the long and complex coastline.

The previous three plans have helped make Suffolk a safer place in which to live, work, travel and invest. Reflecting on some achievements is necessary as the next plan builds on those changes and achievements. Evolution is normally far better than revolution.

Great strides have been made in tackling domestic violence and abuse largely because of better police training, the outstanding work of the commissioned voluntary and charitable sectors countywide and an increased awareness of this awful crime. However, I recognise that more needs to be done to improve detection rates. The investment in technology has had a tremendous impact yet, sadly, there is still much more to do. The same metrics apply to child sexual exploitation and the support now available to those who have been traumatised by sexual assaults and violent crime.

The pattern of crime continues to alter rapidly

- virtually all crime has a digital footprint which is a primary reason for our continuing investment in the cyber unit in Halesworth and technology in general. The surge in fraud cases is also receiving new investment to provide much more prevention work.

Twelve years ago, Suffolk Constabulary had just one specialist rural crime officer - now there are four in recognition that our precious countryside must have its fair share of policing resources. The same applies to our town centres including our market towns. This has been well supported through a variety of new neighbourhood policing initiatives such as the Kestrel Teams but, in particular, the new county policing model launched in December 2023. Part of this has been enabled by the large increase in officer numbers as a result of the last government's Uplift programme – Suffolk now has 1425 officers, more than ever before.

Better visibility, accessibility and engagement has also been improved because of the new model and also as a consequence of significant investment in technology, the control room and communication mediums.

Roads policing is crucial for improving road safety and keeping traffic moving. As the county's population rises and the highways become busier, I can guarantee this is a priority in this new plan.

Our county is becoming much more diverse and for me I will continue to do what I can as Police and Crime Commissioner to represent all people irrespective of colour, creed or gender, nothing else will do. We must try to ensure nobody feels excluded or suffers from prejudice and discrimination as that is the way the county will become more at ease with itself and prosperous. I am always keen to engage with anyone and listen to their thoughts as this can help shape policing for our mutual benefit.

I am a passionate believer in partnership working and collaboration across agencies to keep us all safe and attend to victims' needs. The commitment to supporting young people and helping them make the right choices in life is fundamental. We will deliver multi-year funding for charities and voluntary sector bodies which delivers better outcomes for Suffolk.

Reducing demand on policing is difficult but can be done. The mental health initiative of Right Care Right Person is a powerful example of this approach. Reducing re-offending and crime prevention are further notable themes in this new plan and an absolute determination to provide much more support for Suffolk's younger generations, especially in those communities which are deprived and lacking opportunity or aspiration.

Stability is something we all crave, which is why continuing development of joint policing work not only with Norfolk, but also across the '7 Forces' programme and with the Eastern Region Special Operations Unit will remain as rugged building blocks for the future. The relentless focus on gangs, drug crime and organised crime groups will not be diluted.

Finally, a comment on sustainability – better use of scarce natural resources does mean looking after our environment in a pragmatic manner. There will be a new estates strategy complementing this plan so all our buildings are fit for purpose for the next generation. This is an exciting new plan and I am really looking forward to working with you all during its delivery.

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

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





## FOREWORD BY THE CHIEF CONSTABLE

### Rachel Kearton Chief Constable, Suffolk Constabulary



Suffolk remains one of the safest counties in England and Wales. The Constabulary continues to invest our energy in the communities we police, with a strong focus on working in partnership to build on our successes, ensuring the service we provide is fit for the needs of the public both now and in the future.

The Police and Crime Plan is designed to be a forward-facing projection of the Commissioner's priorities over the coming years. It provides an opportunity to demonstrate his progression so far with a clear focus on an ambition to evolve policing in Suffolk for the benefit of our communities.

As Chief Constable, I will deliver against the objectives of the Plan, complementing the national strategic direction from the Government and building on recommendations made by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. I will do this through the Constabulary's delivery plan that

draws strength from our core values of being courageous, professional, community focused and compassionate.

Jointly, I believe it is the ambition of both the constabulary and the Office of the Police and Crime Commissioner to encourage diversity within Suffolk Constabulary, ultimately desiring of a truly inclusive and representative workforce. Collaboratively we have introduced an advisory and scrutiny panel to oversee our development of the Police Race Action Plan, and the new Police and Crime Plan will further endorse our commitment to equality, diversity, and inclusivity.

We are a good force, always striving to be better. My commitment to Suffolk is to capitalise on the strength of our partnerships whilst building an evolving and innovative Constabulary that will work with our communities, prioritising our people and public safety through fair treatment and the delivery of justice.



# STRUCTURE OF THE PLAN

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

## THEME 1:

### AN EFFICIENT AND EFFECTIVE POLICE FORCE FOR SUFFOLK

The Chief Constable and I will work together to ensure the force has the right capacity and capability to police the communities of Suffolk effectively within the resources available. Fundamental to my role is working with the Constabulary to keep Suffolk as one of the lowest areas for criminality nationwide.

I will ensure there is an effective reserves strategy and financial planning processes which link demand pressures, with how we invest capital, achieve value for money and maximise productivity. I remain committed to challenging government to support funding settlements to properly reflect the pressures on forces which police rural areas. I remain concerned that the funding level per head of population achieved through our central government grant is one

of the lowest in the country. I will ensure the Constabulary maximises legitimate income generation opportunities to help mitigate ongoing financial challenges.

The Chief Constable has operational independence for the day-to-day running of the police service in Suffolk but the choices about how policing is funded, approval of the medium-term financial plan ambitions and the focus for policing, as set out in my Police and Crime Plan, are responsibilities of a PCC. These decisions are fundamental to support the police service to perform its role efficiently and effectively.

As the PCC, my Police and Crime Plan must have due regard to the Strategic Policing Requirement (SPR) which sets out the threats that, in the Home Secretary's view, are the biggest concern to public safety. The revised SPR (2023) reaffirmed six national threats: Terrorism, Serious and Organised Crime, National Cyber Incidents, Child Sexual Abuse, Public Order and Civil Emergencies – recognising Violence Against Women and Girls as a significant and impactful element. In addition, the revised SPR acknowledges

## Delivering the Plan

This plan is structured around three themes 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, as well as key performance measures such as offence levels, detection rates, and victim satisfaction levels.

While I am responsible for holding the Chief Constable to account, the Police and Crime Panel - a committee of 11 representatives from the six local authorities in Suffolk, and two independent appointments - is responsible for scrutinising my performance.

The Police and Crime Panel supports and challenges me in my role and provides public reassurance that the requirements upon my office are met.

a greater prominence of fraud and a need to focus on resourcing to maximise positive outcomes.

Internally, Suffolk Constabulary highlights organisational challenges in trust and confidence, ICT, skills gaps, recruitment, as well as greater complexity and demand. The force's 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. In addition, shoplifting continues to rise with large levels of underreporting. These are key areas that form the core structure of holding to account through the performance framework.

I will hold the Chief Constable to account for the delivery of the Police and Crime Plan and I believe the areas of focus will improve public confidence as well as support effective policing. Openness, transparency and timely communication are fundamental to this process.

## THEME 2:

### COMMISSIONING SERVICES WHICH SUPPORT VICTIMS OF CRIME AND INVESTING IN INITIATIVES WHICH REDUCE CRIME, DISORDER, OFFENDING AND PREVENT VICTIMISATION

I will continue to commission services which support victims of crime to cope and rebuild resilience. I will be happy to consider evidence-based ideas for use of crime and disorder funding and want to work with partners (public, private and voluntary sector across the county) to consider opportunities to jointly fund and co-commission where that supports delivery of the Police and Crime Plan, and funding allows. I will support multi-year agreements when appropriate.

The commissioning budget available for crime and disorder reduction has been used to support hundreds of projects and services since I was first elected. This is in addition to the larger commissioned services and contracts we operate to support victims. Support for victims of crime, young people, and projects which reduce re-offending and support crime prevention, will remain at the heart of my plan, my grant-awarding activity and my commissioning.

## THEME 3:

### EFFECTIVE ENGAGEMENT WITH COMMUNITIES, AND WORKING WITH PARTNER AGENCIES, TO ENHANCE COMMUNITY SAFETY AND CRIMINAL JUSTICE

Engaging with Suffolk communities about policing is a fundamental part of my role. I will look for every opportunity to engage with people and businesses across Suffolk, ensuring communities can discuss their views with me, and know how to contact my office. In this period of the Plan, I will look to strengthen how we capture feedback from engagement activity to show how this has impacted activity and planning.

I will continue to work effectively with key public sector partner agencies, specifically crime and disorder responsible authorities and criminal justice partners. I will always be an advocate for the voice of the victim of crime and the police service.

The private, voluntary, and charitable/social enterprise sectors are also key to ensuring a range of voices are heard and appropriate provision is in place. I will use my influence and statutory powers to help improve community safety and criminal justice outcomes. I strongly believe we can achieve more together than we can separately.



# THEME 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 maintaining public safety, preventing crime and upholding the law. The role of the PCC is to ensure the Chief Constable is publicly accountable and is supported to resource the delivery of this vital service.

The strategic assessment of the Constabulary's threats and vulnerabilities has been used to help develop an appropriate performance framework to monitor progress. This has also been used to ensure the PCC's accountability arrangements reflect the key concerns in Suffolk.

## Staffing and Finance

Suffolk Constabulary polices an estimated population of over 760,000 people with around 1,425 police officer posts, 26.6 FTE Police Community Support Officers (PCSOs), 936 police staff, 109 special constables and 108 police support volunteers. In addition, the force funds 37.5 full-time equivalent police officers based in regional secondments. This workforce data relates to the position at October 30 2024.

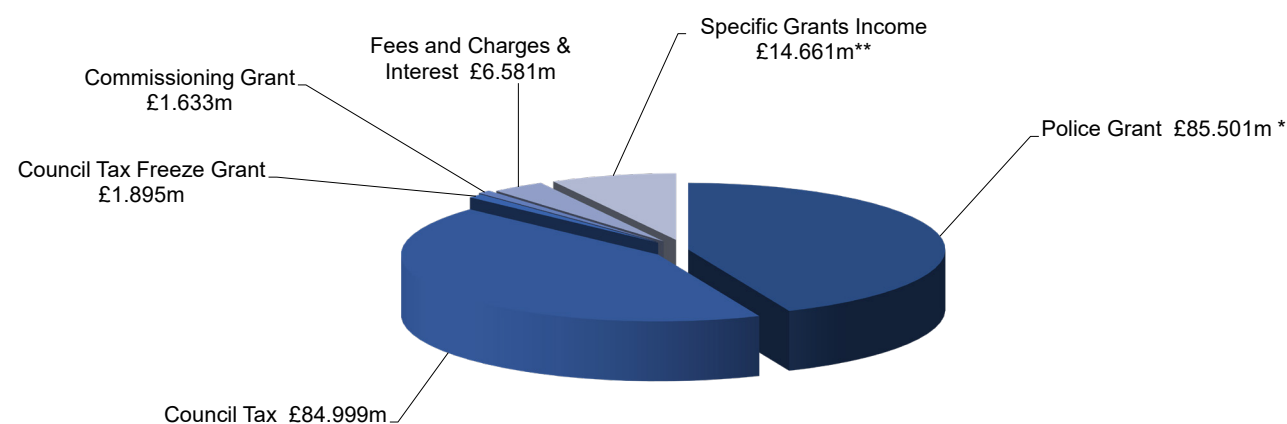
The Constabulary delivered its required number

of Uplift officers in 2023/24. At March 31 2024, the Constabulary had 1,425 police officers, this is more than we have ever seen in the county. Including the additional officers employed from extra council tax revenues, this means that Suffolk has increased its workforce and the age profile is younger, but it also means the proportion of 'new in service' and 'inexperienced officers' is higher than it has ever been. This presents opportunities and challenges.

There has been a shortage in detective capacity both nationally and locally. The Constabulary remains innovative in its approach to raise detective numbers, but this remains a challenging workforce gap. Improving this position is key to effective investigations and improving solved rates.

The PCC is required to meet financial regulations, this 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 examination 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.

The budget for the financial year 2025/26 is £195.270m and is broken down as follows:



\* Includes £29.101m that used to be funded from DCLG, now funded through the Home Office  
 \*\* Includes £4.311m ring-fenced uplift grant and £1.801m Neighbourhood Policing Guarantee

## Response, Engagement and Visibility

The Constabulary covers 1,466 square miles across a county that is largely rural with key market towns. 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. Suffolk has a long and complex coastline which includes the international ports of Felixstowe, Ipswich and Lowestoft and 28 sailing harbours and marinas. This has an impact on demand for police, as well as ensuring an appropriate response within our rural county.

The 2021 Census stated the Suffolk population was 760,688, 51% of the population is female. This is a 4.5% increase to the 2011 Census (the equivalent of the towns of Stowmarket and Beccles combined). Since 2001, the population has grown by 92,000 (13.8%), the equivalent of Lowestoft and Bury St Edmunds combined. Suffolk's population has aged from 2011-2021, with over-50-year-olds representing a larger proportion of our county. Ultimately, this growth increases the demand for policing in Suffolk, as well as greater community engagement.

In addition, Suffolk remains less ethnically diverse than England and Wales. White ethnicity accounted for 87.3% of Suffolk, compared to an average of 74.4% for England and Wales. However, changes in White ethnicity represented a 0.4% increase comparing the 2011 Census to the 2021 one, whereas Mixed/Multiple increased by 42%, Asian increased by 33%, Black increase by 48% and other ethnicities

increased by 177%. The rise in ethnic minority communities represents an important need for greater police engagement to promote confidence, prevent crime, conduct effective investigations, and protect vulnerable victims.

In December 2023, the Constabulary introduced a new policing model to improve accessibility and engagement with communities across Suffolk. The policing model enhances the way policing responds to emergencies, deals with other incidents, investigates offences, prevents crime, and interacts with communities across Suffolk. The new model comprises three parts: Community Policing Teams, Response Investigation Teams, and a County Partnership and Prevention Hub. This operating model continues to demonstrate a significant increase in engagement with Suffolk communities and improvements in the time it takes to respond to emergency calls.

In the previous Police and Crime Plan, there was a commitment to address the concern towards Suffolk's response to emergencies. This included the time to answer both 999 and 101 calls. Suffolk Constabulary, along with additional PCC Precept funding, has invested significantly in staffing and technology to provide alternative ways to report a crime, disclose evidence, and service other information often requested from the public. Suffolk Constabulary has seen a significant improvement in answering 999 calls, responding to 101s, and reducing call abandonment rates – now in line with national standards and achieving above that. In addition, new initiatives such as the Rapid Video Response and Digital Public Contact Engagement Desk (known as the Digi Desk), as well as the national initiative Single Online Home, have provided greater use of technology



to diversify public communication channels and has seen satisfaction rates of over 90%. This is a commitment the Constabulary will continue to uphold.

The force has also made a commitment to ensure people get the right service from the right professional, and there is not inappropriate use of police officers to undertake roles they are not trained in. This has led to a phased introduction of 'Right Care Right Person', a response approach to ensure that when there are concerns for a person's welfare linked to mental health, medical or social care issues, the right person with the right skills, training and experience will respond at the earliest stage possible.

Since revising the Constabulary's response to calls for service relating to concerns for welfare, there has been a reduction in calls for service, meaning an increased capacity for officers to focus on crime and anti-social behaviour and an improvement in response times to other policing demand.

Over the course of the first six months of Right Care Right Person the force saw:

- 2,500 fewer calls for service in relation to concern for welfare incidents (a 45% decrease); equating to 411 fewer each month on average
- 7,500 calls for service since implementation, a 23% decline in comparison to the previous year (9,800)
- 23% fewer Right Care Right Person calls for service being recorded overall.

Crucially, this means that the calls the Constabulary deals with are more appropriate for a policing response.

The County Policing Structure is supported by areas of operational business which 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, and Protective Services which includes specialist operational areas (such as roads policing and firearms, major investigations, intelligence, cyber-crime and forensic services). Serious and Organised Crime is inherent in a range of crime types. This is tackled locally, regionally and nationally, supported by the Eastern Region Special Operations Unit (ERSOU).

Some key policing functions are collaborated, working across county boundaries, providing resilience and benefitting from 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 Suffolk Fire and Rescue Service) has enabled developments in joint estate and shared premises.

Technology continues to move apace and requires maintained investment to keep up with innovative solutions. The ambition is to utilise and maximise technology to support both the delivery of policing, including to support modern workforce ambitions, and police communication with the public.







**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 analyses its demand pressures through its Force Management Statement (FMS) and strategic assessment. These detail key areas of organisational and crime demand, which present the most pressing challenges for 2024 and beyond, and are considered within this Police and Crime Plan.

In summary, Suffolk Constabulary highlights organisational challenges in trust and confidence, ICT, skills gaps, recruitment, as well as greater complexity and demand. In addition, several priorities are reflected within this plan: domestic abuse and stalking; criminal exploitation; fraud; serious violence; rape and sexual offences; neighbourhood crime, shoplifting, and drugs supply. These areas form the core areas the Constabulary will report to the PCC on, ensuring efficiency and effectiveness.

Nationally, public confidence in policing has been affected by increased media scrutiny of misconduct, alongside national reports such as the Casey Review and Angiolini Inquiry. While these challenges have had an impact, they also present an opportunity for Suffolk Constabulary to enhance public engagement and ensure that any misconduct is addressed swiftly and appropriately.

The police uplift has resulted in a higher number of young-in-service officers. This

influx creates a dual challenge: on one hand, it necessitates increased and comprehensive training to uphold professional standards and effectiveness; on the other, it introduces a period of inexperience that must be carefully managed through mentorship and robust support systems.

Adding to these challenges is the growing complexity of modern policing. With the rise of offences like cybercrime and other multifaceted criminal activities, there is a pressing need to prioritise and allocate resources efficiently. Leveraging modern technology will be critical in streamlining operations, enhancing investigative capabilities, and ultimately allowing officers to focus on high-priority tasks.

Finally, the demanding nature of contemporary policing underscores the importance of monitoring and supporting the workforce's wellbeing. Addressing these issues is essential not only for maintaining operational effectiveness, but also for improving recruitment and retention of officers and staff.

By tackling these challenges, managing inexperience, adapting to increasing complexity, ensuring effective training and support, and prioritising officer wellbeing, the Constabulary can better serve the community while strengthening public trust in policing -- ensuring the Constabulary can focus on key crime areas outlined in this plan.



**National Demand**

The Police, Crime, Sentencing and Courts Act 2022 impacted the police's role in relation to the management of offenders, and introduced the need for responsible authorities to tackle serious violence in their local areas. The PCC is working with statutory duty holders to support this work. In addition, the Victims and Prisoners Act will place greater emphasis on police compliance with the Victims' Code. Some national agendas are critical to the period of this plan and will directly impact local policing, these will be considered as more detail becomes available.

However, the challenge for Police and Crime Commissioners and Chief Constables will be to maintain the local focus, whilst navigating new national requirements, the national Policing Vision 2030, as well as considering national priorities within the Strategic Policing Requirement (SPR). The Police and Crime Plan sets the strategic objectives for policing and, to complement this, the Chief Constable's Delivery Plan (pictured below) drives operational activity.

The Constabulary will focus on the following objectives and activity to support an efficient and effective police force.







**THEME 1: An efficient and effective police force for Suffolk**

**Objective 1: Improving public confidence through an effective response to the public and proactive approach to crime prevention**

**The Constabulary will:**

- 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.
- Monitor the impact of the investments in the Digital Desk and Rapid Video Response.
- 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.
- Ensure that engagement and crime prevention activity reaches the different populations which make up the Suffolk community.
- Prevent and tackle anti-social behaviour, neighbourhood crime and disorder (with focussed patrol activity in geographic hot spots).
- Ensure the force understands the impacts of rural and wildlife crime and uses specialist officers to advise communities.
- Keep the roads safe through enforcement and road safety campaigns to deter illegal behaviour on our roads related to the Fatal Four offences (Speeding, Drink/Drug Driving, Seatbelts, Mobile Phone usage), whilst keeping traffic flowing and responding to emergencies.
- Implement the 'Clear, Hold, Build' initiative across Suffolk where appropriate and based on evidence.
- Engage young people in schools to raise

awareness of safety and Violence Against Women and Girls , education around policing, and prevent exploitation, ASB and serious violence.

- Ensure transparency regarding its use of police powers.

**THEME 1: An efficient and effective police force for Suffolk**

**Objective 2: Effective crime investigation, effective support for victims and appropriate management of offenders**

**The Constabulary will:**

- Keep people informed and updated when they report a crime.
- Deliver quality investigations by skilled professionals.
- Ensure compliance with the police elements of the Victims' Code, appropriately assessing victims' needs, identifying repeat victimisation and ensuring there is an appropriate referral to victim support services.
- Understand the impact upon victims of Hate Crime, Domestic Abuse, Modern Slavery and Sexual Offences (including stalking and harassment) and act accordingly.
- Have a clear approach to tackling and preventing the crimes which constitute Violence Against Women and Girls, complemented by its commitments in the Suffolk Violence Against Women and Girls (VAWG) Strategy.
- Safeguard young people, prevent criminalisation and reduce re-offending.
- Reduce criminal exploitation by deterring, disrupting and eliminating County Lines activity and improving the approach to reduce serious violence in the county
- Appropriate use of Out-of-Court



Resolutions, Conditional Cautions and the Integrated Offender Management Scheme, to reduce re-offending and manage offenders.

- 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.

**THEME 1: An efficient and effective police force for Suffolk**

**Objective 3: Working in partnership**

**The Constabulary will:**

- Ensure it meets its partnership obligations:
  - As a Crime and Disorder Act responsible authority
  - As a Suffolk Safeguarding Partner
  - As a Youth Justice Board Partner
  - As a Criminal Justice Board Partner
  - Through Safer Stronger Communities Board
  - Through Suffolk Public Sector Leaders (SPSL)
  - Through Community Safety Partners
  - Through Suffolk's Health and Wellbeing Board
- 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).
- Work effectively with Probation on the governance of the Integrated Offender Management Scheme and through multi agency public protection arrangements.
- Deliver its statutory responsibilities in

relation to the Serious Violence Duty.

- 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.
- Ensure that the force works pro-actively through the Safer Stronger Communities Board particularly the Violence Against Women and Girls (VAWG), ASB, Criminal Exploitation, Modern Slavery (and Serious Violence) sub-groups.
- Monitor the effectiveness of the Protective Services functions collaborated with Norfolk Constabulary (including responding to the acute demands on firearms licensing).
- 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.

**THEME 1: An efficient and effective police force for Suffolk**

**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:**

- Have a proactive approach to attraction, recruitment and retention of its workforce.
- Ensure the right workforce mix of police officers, staff (including Police Community Support Officers), Special Constabulary and volunteers to police Suffolk effectively.
- Explore opportunities to grow the police workforce with investment from partners in areas of mutual interest.
- Strive to make the workforce more representative of the communities it serves.



- Care for the workforce by supporting health, well-being and welfare, thereby reducing levels of sickness and restricted duties.
- Provide more opportunities for young people and volunteers to positively support and improve capacity and capability.
- Ensure the workforce is supported with effective learning and continual professional development.
- Focus on a workforce culture of continual innovation, improvement and increased use of modern technology.
- Comply with the equality duty.
- Ensure ethics and integrity in the way it delivers policing.
- Act upon public complaints, dealing with them in a timely manner and ensuring learning is captured.
- Invest in the vetting department to optimise capacity and minimise delays for staff and suppliers.
- Ensure reliable, detailed and accurate performance and financial data on which to base decisions.
- Act upon audits, inspections and super-complaints to improve processes and services within agreed time schedules.
- Use technology to support value for money, innovation, and environmentally sustainable solutions.
- Ensure fleet management and procurement meets the continuous demands of emergency response, roads policing and investigation.
- Through procurement and the supply chain, act to maximise social value, support the UK and local economy and optimise the carbon footprint.

The Chief Constable and PCC will:

- Ensure sound financial planning and budget setting through the Medium-Term Financial Plan processes.
- Maximise funding streams, grants and opportunities to generate income to benefit Suffolk.
- Exploit opportunities in planning developments to bring investment to policing to compensate for additional demand.
- Ensure the capacity and capability required to meet the Strategic Policing Requirement obligations is considered within resource planning.
- Invest in technology to support improvements in policing.
- Continue to consider where strategic collaboration with other agencies benefits policing in Suffolk.
- Explore how police procurement can support the local and UK economy particularly through social value.
- Encourage diversity into the organisation.
- Support the work of the Suffolk Race Action Advisory and Scrutiny Panel to improve trust and confidence.
- Develop and manage the police estate so it is fit for purpose and share estate where it provides the best value for the police.
- Consider the environmental impact on the organisation and make 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 the Accountability and Performance Panel.





## THEME 2: Commissioning services which support victims of crime and investing in initiatives which reduce crime, disorder, offending and prevent victimisation

### 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 over £20m investment to support crime and disorder reduction and victims' services. These powers enable the PCC to provide direct support to victims to cope and build resilience to move forward with daily life and to reduce crime and disorder through support to the voluntary sector, which can also have direct benefits for policing and the wider community.

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 and funding updates are shared quarterly with countywide partners.

The PCC's key principles for commissioning:

- Ensuring a balance of generic and specialist services (based on need).
- All victims of crime should have the opportunity to access practical and emotional support to help them build the resilience and cope with everyday life.
- All victims of crime 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.
- Commissioning based on evidence and with a view to achieving key outcomes

that reduce re-offending and prevent victimisation.

- Work in partnership with other public authorities and other agencies to improve the response for victims of crime, prevent crime and disorder and reduce reoffending.

The PCC is required to provide a victim referral service, which provides practical and emotional support to victims of crime and into which, victims can self-refer regardless of whether they have reported to the police or not. This service is known as Norfolk and Suffolk Victim Care.

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 build resilience and cope with daily life following the impact of crime. Services commissioned by the PCC abide by the Victims' Code. The highest value contract is the countywide Independent Domestic Violence Advisor (IDVA) Service which supports safety planning for high-risk victims of domestic abuse.

In relation to funding which supports Crime and Disorder Reduction, these fall into two categories:

- Specific intentions in the Police and Crime Plan are funded directly from the Office of the Police and Crime Commissioner and decision papers published. The PCC's crime and disorder funding is largely aimed at the voluntary sector but the PCC will, where need is evidenced and the outcomes consistent with the Police and Crime Plan, consider supporting match funding with responsible authorities on Community Safety Partnerships.

- The PCC works closely with the Suffolk Community Foundation and Community Safety Partnership (CSP) Chairs to operate a PCC's Fund Grants Panel, which focuses on grass roots local initiatives. The involvement of CSP Chairs supports local understanding and geographic balance to funding considerations. Working with the Community Foundation enables applicants

to receive advice and guidance and support as to other funding streams should projects not fall within the PCC's Fund criteria.

In the four-year period of the plan 2025-29, the PCC's focus for Crime and Disorder Reduction will be to fund initiatives and services which directly support young people and reduce reoffending.



Support for young people remains at the heart of this plan and the PCC's grant-awarding activity. Positive Futures provides youth activities for over 1,500 young people a year, supported by a PCC Crime and Disorder Reduction grant. Sessions are focussed in areas of greatest deprivation and high crime and deliver an average of 25 hours of organised activity a week. 98% of participants surveyed felt safer in their community as a result of participation.

Commissioning commitments for 2025/26

Currently, the PCC’s overall commissioning budget for 2025/26 is over £2.8m. This includes commissioning via the Policing Grant, Ministry of Justice funding, as well as other funding awarded by the Home Office. The table below shows the current commissioning commitments for 2025/26. The remainder of the budget will be allocated during the year to fulfil key commissioning objectives of the Plan:

Service Provider	Total Funding
Victim Support - Norfolk and Suffolk Victim Care	£293,876
Leeway Domestic Violence and Abuse Services - Independent Domestic Abuse Advisors (IDVAs)	£690,015
Suffolk Constabulary - Independent Sexual Violence Advisors (ISVAs)	£336,324
Brave Futures	£60,000
Alumah	£6,500
Anglia Care Trust	£35,000
Compassion	£20,000
Leeway Domestic Violence and Abuse Services (Children &Young People Outreach Service)	£115,396
Lighthouse Women’s Aid	£75,000
P.H.O.E.B.E	£45,000
Restitute	£30,000
Restore	£50,000
Survivors in Transition	£180,000
Waveney Domestic Violence and Abuse Forum	£35,000
ACT Mediation	£19,617
Restorative Justice	£63,100
Domestic Abuse Perpetrator Programme	£331,955
To be allocated	£437,909
Total Funding Allocated	£2,824,692

THEME 2: Commissioning services which support victims of crime and investing in initiatives which reduce crime, disorder, offending and prevent victimisation.

Objective 1 Commissioning services which support victims of crime.

The PCC will:

- 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.
- Prioritise services for victims of domestic abuse and sexual violence.
- Review the PCC’s commissioning strategy to ensure it continues to meet the needs of victims of crime.
- Listen to views of victims of crime and service providers to consider enhancement to services where funding allows, and evidence justifies need.
- Use needs assessments to build evidence, enable collaboration and increase accessibility for victims.
- 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.
- Continue with service provision for victims of fraud.
- Continue to co-commission with other OPCCs and partners where that benefits the offer to victims.
- Progress multi-year funding arrangements wherever possible and practical.

THEME 2: Commissioning services which support victims of crime and investing in initiatives which reduce crime, disorder, offending and prevent victimisation.

Objective 2 Investing in initiatives which reduce crime, disorder, offending and prevent victimisation.

The PCC will:

- Consider next steps and learning from domestic abuse perpetrator provision to prevent abuse and reduce reoffending.
- 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.
- 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.
- Consider match-funding opportunities, particularly with Community Safety Partners, where there are shared priorities to prevent ASB and crime, and raise awareness.
- 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 of exploitation.
- Consider initiatives which reduce the demand on the police.
- Develop an understanding of the benefits derived from the Serious Violence Funding and utilise the refreshed Suffolk



THEME 3: Effective engagement with communities, and working with partner agencies, to enhance community safety and criminal justice

- Serious Violence Strategy to inform our commissioning.
- 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 to work with partners on initiatives, where partner agencies can utilise PCC involvement to enable them to draw down government funding.

• Review and develop the PCC’s Fund with Suffolk Community Foundation.

Services the PCC invests in, or commissions, which deliver on the objectives above will need to report on how they have met one or more of 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



Setting the scene:

The PCC is elected to represent the public, 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 the public’s views and provide information about the work of the police and the Office of the Police and Crime Commissioner (OPCC).

There has been a range of engagement with the public in recent years from surveys about the precept and public meetings, to public concerns and compliments expressed through correspondence. These interactions provide important information about how people feel about policing and enable the PCC to act on concerns. It is important that we capture information gleaned from public engagement so that it can be used to inform policing and the work of the OPCC.

It is pleasing to note that we have seen some changes to the concerns expressed since the last plan was published. We are no longer receiving the same level of dissatisfaction correspondence relating to the length of time taken to answer the 101 (non-emergency) service. This could be due to the investment in the different channels to contact the police, the fact that the majority of 101 calls are answered in under five minutes or the improved provision of website information.

Likewise, the new policing model is having a positive impact on the perception of accessibility and visibility of the service. It is important that this model is kept under review and adjusted as necessary. Formal complaints to the police suggest people feel that the police are not always taking the action they expect so

this is another area which will continue to be scrutinised.

The PCC recognises how important it is for people to receive information about policing. Information from the public enables the PCC to raise themes with the Chief Constable in order to agree what action can be taken to improve the service provided.

The police service has a regulated and formal approach to complaints which is set out in statutory guidance, but the regulations also enable a less formal approach where a member of the public would like a speedier response. As part of the statutory complaints regulations, the PCC has the role of the appropriate authority in some cases where a complainant requests a review. The role is explained on the PCC’s website.

The PCC is required to publish information for the public about the arrangements for holding the Chief Constable to account, information on decisions and any investments made by the PCC.

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’s Fund Panel (working directly with Community Safety Partnership Chairs).

The Local Criminal Justice Board enables partners who have a key role in delivering criminal justice to come together to discuss national and local policy and improve the process for victims, witnesses and offenders and access to justice. The Criminal Justice System is under severe pressure, and this is having far-reaching impacts on victims, witnesses and offenders. The lack of power to improve many of these issues is a concern but this has not prevented Criminal Justice Board partners considering what it can do locally to support



activity to develop system solutions. The PCC has utilised national routes of communication to ensure that key messages about the impact upon victims, and policing, are being heard across government and this will continue. The court backlogs and lack of capacity have serious implications for victims and the cost to our police force. Long term solutions are urgently required.

Community Safety Partnerships (CSPs) play a key role to reduce crime and disorder in their local areas. 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 Stronger Communities Board and the PCC is a member of that Board.

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. The PCC is a member of Suffolk Public Sector Leaders. The spending budget for SPSL originates from the pooled business rates fund.

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. The PCC will work with the Chief Constable to contribute to the work of the Board, particularly where it impacts policing.

The PCC will also work with partners to understand the gaps in the system to add value and complement wider partnership approaches and responsibilities.

### **THEME 3: Effective engagement with communities, and working with partner agencies, to enhance community safety and criminal justice.**

#### **Objective 1: Engage with communities to understand their views about policing and crime.**

The PCC will:

- Review and publish the plans for public engagements in order to listen to views and provide a range of opportunities for dialogue.
- Host public meetings in different areas of the county each year to enable the public to raise issues about policing with the PCC and the Chief Constable.
- Hold 'Ask the Chief and PCC' events online to ensure the public can make contact and feed in views and ideas.
- Take part in Street Meets, community-based engagement around the county.
- Improve engagement to hear from a wide range of communities, particularly to improve our engagement with young people.
- Provide regular updates to local authorities, local councils and MPs.
- Engage with community groups, local voluntary sector organisations and those agencies in receipt of PCC funding.
- Attend meetings of the business community to ensure there is good engagement and feedback with policing and the PCC.
- Feedback on the outcomes of engagement





activity to evidence how we are listening, engaging and learning from the public to impact policing and PCC plans.

- Review the public accountability arrangements, considering ways to increase public questions and engagement, and continue to enable members of the public to submit questions.
- Ensure it is clear how to contact the PCC's office, to make views known or with the police force if the matter is operational.
- Monitor victim satisfaction and public confidence, and work with the force to learn what it is hearing from local communities, improve communication with the public and enhance confidence in the police.
- Provide surgeries as required.

**THEME 3: Effective engagement with communities, and working with partner agencies, to enhance community safety and criminal justice.**

**Objective 2: Inform and update the public about the work of the PCC.**

The PCC will:

- 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 police powers.
- Publish information on grant awards and

commissioned services and communicate those awards to local policing colleagues and partner agencies.

- Produce an annual report, which sets out the PCC's 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.
- Monitor the approach to complaints and professional standards (alongside the Independent Office of Police Conduct - IOPC), to understand performance in a national context.
- Dip-sample police complaints to ensure due process has been applied and undertake independent reviews of cases.
- Operate an effective Audit Committee with the Chief Constable to ensure appropriate checks and balances, that matters are scrutinised, and action taken.
- 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 the role and work of the PCC to support public confidence.
- Utilise social media to communicate and engage with the public and respond to feedback.

**THEME 3: Effective engagement with communities, and working with partner agencies, to enhance community safety and criminal justice.**

**Objective 3: Work in partnership to support criminal justice and enhance community safety.**

The PCC will:

- Ensure that investments in Crime and Disorder Reduction and victim services are effectively communicated to partner agencies on the Safer Stronger Communities Board and 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, 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.
- Work with partnerships and services which support system improvements, and understand gaps, in order to advocate for victims, reduce reoffending, and prevent crime.
- Formalise updates from Community Safety Partnerships
- Through the Safer Stronger Communities Board and Suffolk Public Sector Leaders, harness 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 and reduce offending.
- Support partners with their Serious Violence Duty and act upon any responsibilities for the PCC.
- Utilise the Association of Police and Crime Commissioners to support national improvements for policing, criminal justice, community safety and victims.
- Lobby the Ministry of Justice (MoJ) and ministers for a long-term plan for the Criminal Justice System to bring back public confidence.
- Consider whether the PCC's crime and disorder reduction funding could support or match fund provision to reduce reoffending.
- Deliver the requirements in the new Victims' Code and associated responsibilities forthcoming from the Victims and Prisoner Act.
- Understand the impacts of government policy on managing offenders.
- Continue to lobby for a fundamental review and longer-term investment into our Criminal Justice System.
- Work with partner agencies to support and invest in awareness-raising where that reduces crime and victimisation.
- Support responsive countywide systems for victims of crime including through the anticipated Duty to Collaborate guidelines.





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