



# ANNUAL REPORT

## April 2012 – March 2013



# ANNUAL REPORT – 2012/13

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

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# ANNUAL REPORT – 2012/13

## Introduction by Tim Passmore Police and Crime Commissioner for Suffolk

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

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

I am passionate about Suffolk and I believe we all have a part to play in making Suffolk a safe, vibrant and thriving community in which people want to live, work, travel and invest.

Since taking up my role I have been impressed with the work undertaken by partners across the county and I am confident that with our collective weight we will be able to deliver effective, coordinated



solutions which will be fundamental in the future.

I am required to publish an annual report on the exercise of my functions and on the progress made in meeting the police and crime objectives set out in my Police and Crime Plan.

As I was elected to my role in November 2012 I am only able to report on progress made in the four months between December 2012 and March 2013. However for greater transparency I have decided that this report will span the period 1 April 2012 to 31 March 2013 which includes the period covered by the predecessor Suffolk Police Authority.

## Performance against the policing priorities for the year 2012/13

Suffolk is served by a committed and experienced workforce comprising police officers, police staff, police community support officers, special constables and volunteers. In many areas performance is good; 92% of people feel safe and nearly 68% agree that Suffolk Constabulary does a good job. These levels are amongst the highest in the country.

Between 1 April 2012 and 31 March 2013 there were 5632 fewer crimes recorded than the same period in 2011/12; this is the lowest level for a decade. There were 7009 fewer incidents of anti-social behaviour

(ASB) and domestic burglary reduced by 5%.

The table below shows the Constabulary's performance for 2012/13. The three year average is based on the period 1 April 2009 - 31 March 2012. The Constabulary performed well against the performance priorities set by Suffolk Police Authority for 2012/13. However, solved rates for burglaries in people's homes ('Domestic Burglary') and serious sexual offences need to improve and I have therefore included these as high priorities in my Police and Crime Plan 2013-2017.

|  |                               | 2012/13 | 3-yr avg | Change        |
|--|-------------------------------|---------|----------|---------------|
| Violence with Injury                                 | Number of crimes recorded     | 3,773   | 4,299    | ▼12% (-526)   |
|  | Solved rate                   | 52.0%   | 51.0%    | ▲1% (-228)    |
| Domestic burglary                                    | Number of crimes recorded     | 1,859   | 1,954    | ▼4.9% (-95)   |
|  | Solved rate                   | 18.0%   | 22.4%    | ▼4.4% (-104)  |
| Robbery  | Number of crimes recorded     | 248     | 294      | ▼16% (-46)    |
|  | Solved rate                   | 29.8%   | 28.7%    | ▲1.1% (-10)   |
| Serious sexual offences                              | Number of crimes recorded     | 540     | 578      | ▼6.6% (-38)   |
|  | Solved rate                   | 19.8%   | 26.7%    | ▼6.9% (-47)   |
| Anti-social behaviour                                | All ASB incidents             | 28,046  | 38,619   | ▼27% (-10573) |
|  | Rowdy/inconsiderate behaviour | 14,613  | 20,435   | ▼28% (-5823)  |
| 999 calls  | Number of calls received      | 84,134  | 96,551   | ▼13% (-12417) |
|  | % answered within 10 seconds  | 94.8%   | 92.7%    | ▲2.1% (-9748) |
| Non-emergency calls                                  | Number of calls received      | 167,537 | 174,839  | ▼4.2% (-7302) |
|  | % answered within 20 seconds  | 88.1%   | 79.6%    | ▲8.5% (+8422) |
| Emergency incidents                                  | Number of incidents attended  | 14,288  | 13,628   | ▲4.9% (+661)  |
|  | % attended within 15 minutes  | 90.4%   | 90.6%    | ▼0.2% (+568)  |
| User satisfaction - % satisfied with overall service |                               | 86.0%   | 82.4%    | ▲3.6%         |

The three year average is the average performance over the period 1 April 2009 and 31 March 2012

## Publication of Police and Crime Plan for Suffolk 2013-2017

Following several months of extensive consultation across the county I published my first Police and Crime Plan in March 2013. The plan sets out my Police and Crime Objectives for policing and community safety in the county. The plan provided me with my first opportunity since my election to set out my objectives and explain how police resources will be allocated. Over the past few months I have met many people and listened to their concerns and expectations. This feedback was vital as I developed the Police and Crime Plan and I have appreciated everyone's honesty.

When we consulted on the draft plan I was heartened to receive over 120 responses and I replied to all respondents. I am proud that the creation of this plan was very much a team effort involving our Chief Constable, all my partners, my colleagues from the voluntary and community sector, and most importantly the community. The plan is a public document and is a key mechanism for improving performance. It will also enable me to hold the Chief Constable and recipients of my crime and disorder reduction grants to account to ensure my broader community safety objectives are delivered.

## The process for developing the Police and Crime Plan

To ensure that the development of the draft plan was managed effectively, and according to our statutory timescales, a Strategic Planning Framework was developed which set out all the steps required to address my statutory obligations. This included amongst other things:

- obtaining the views of the people of Suffolk and victims of crime,
- having regard to the priorities of responsible authorities<sup>1</sup>.

I am required to have regard for the priorities of responsible authorities. To satisfy this requirement, the police and community safety partners worked together to develop a Strategic Assessment of Policing and Community Safety. The assessment described operational policing, crime and community safety matters and

links the plan to the priorities of responsible authorities and other community safety partners. It also identifies the issues which should be considered as major priorities.

Additional consultation included individual meetings with responsible authorities and key community safety partners to seek their views on the proposed police and crime objectives, and involved meetings with representatives of the following:

- Safer Suffolk Partnership Board
- Babergh and Western Community Safety Partnership (CSP)
- Ipswich CSP
- Suffolk Coastal CSP
- Waveney CSP
- Victim Support - Regional Manager
- Suffolk Drug and Alcohol Action Team Coordinator.

In addition to the above arrangements, a number of surveys were undertaken to seek views about policing and other matters such as value for money and the

<sup>1</sup> Responsible Authorities are Probation, health, local authorities, police and fire (Section 6 of the Crime and Disorder Act 1998).

policing element of the council tax precept. A survey of victims of crime was also undertaken which was further complemented by focus groups.

In June 2012 a telephone survey of around 3500 people who live and work in Suffolk was undertaken. The survey is statistically representative of the population of Suffolk (gender, age, ethnicity, etc.) and is also broken down into local geographical policing areas.

The key findings from this survey were as follows:

- 67.5% of respondents think that the 'police are dealing with things that matter...'
- 92.2% feel very/fairly safe in the area where they live
- 15.7% say they have been a victim of crime in the last twelve months
- 26.8% think there is 'a lot/little more' anti-social behaviour since two years

ago, however 23% think there is 'a lot/little less'

- The top three priorities identified for policing were:
  - Anti-social behaviour
  - House burglary
  - Criminal damage/Vandalism
- 30.8% think there is 'a lot/little more' crime than there was two years ago, and 17.5% think there is 'a lot/little less'

In order to satisfy my statutory requirement to obtain the views of ratepayers' representatives the draft Plan was circulated to fifteen representatives of businesses and trades.

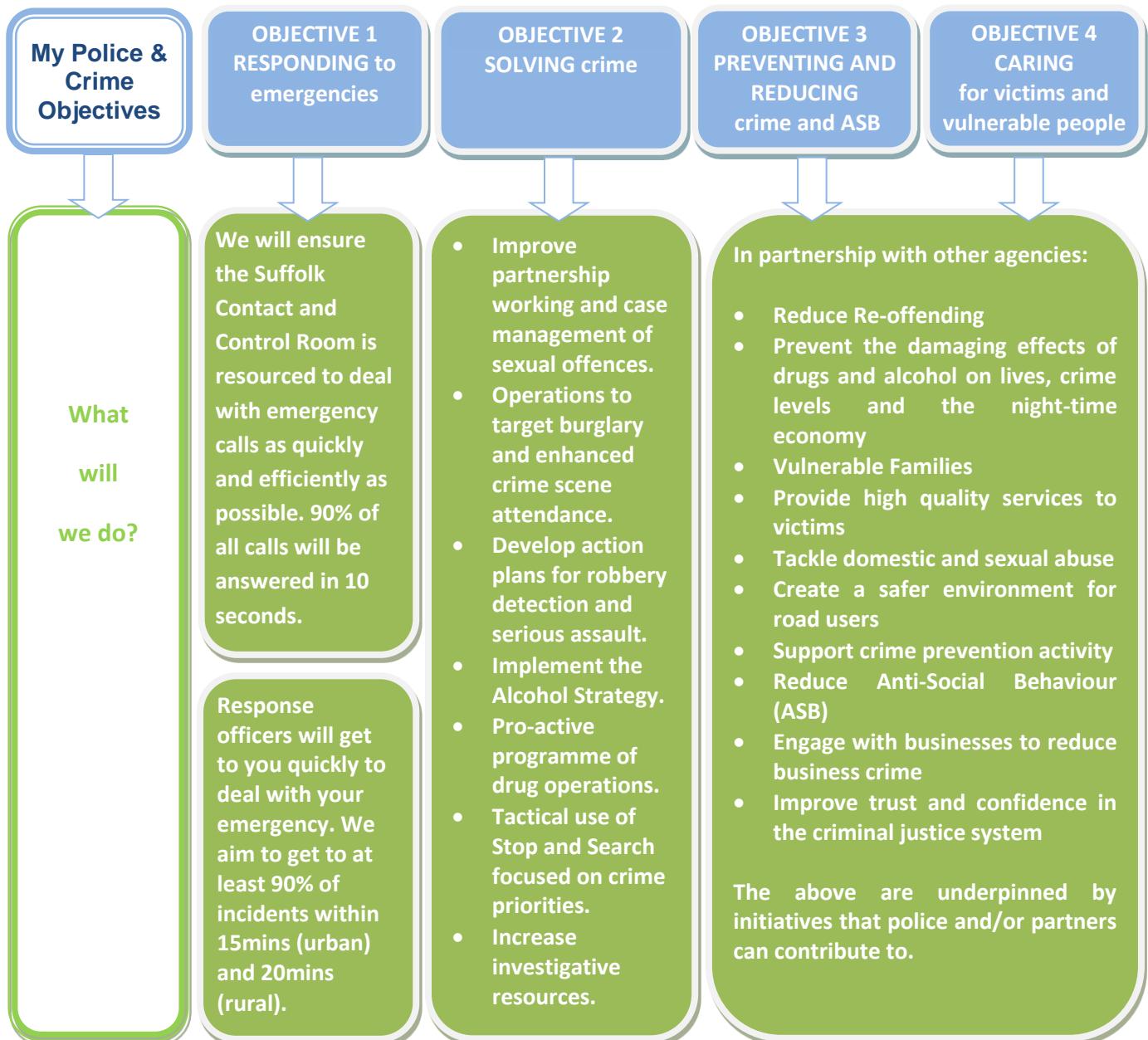
Bespoke consultation meetings were also held with the Chamber of Commerce, the Country Landowners Association (CLA), the Federation of Small Businesses (FSB), the Ipswich and Suffolk Small Business Association (ISSBA) and the National Farmers Union (NFU). Business representatives were invited to consult their members on the draft Plan.



*Finding out what people think about policing is essential. Tim Passmore is pictured above (left) at the Suffolk Show gathering views on speeding and speed enforcement.*

# Police and Crime Plan for Suffolk 2013-2017

My Police and Crime Plan sets out the following police and crime objectives along with the actions to deliver the necessary improvements:



## Performance measures

To help deliver my ambitions and objectives I have also identified performance measures which I believe need enhanced focus and prioritisation. The table overleaf sets out my performance priorities for 2013/14 against which I will hold the Chief Constable to account for delivery over the coming year. The three year average is based on the period 1 April 2010 – 31 March 2013.

| PERFORMANCE MEASURES <sup>2</sup> 2013/14   |  | Current three year performance |
|---|--|--------------------------------|
| <b>POLICE PERFORMANCE MEASURES</b>  |  |                                |
| I will hold the Chief Constable to account for performance against the performance measures detailed below. |  |                                |
| <b>OBJECTIVE 1 - RESPONDING</b>   |  |                                |
| <b>Call Handling</b>  | To answer a minimum of 90% of emergency calls within 10 seconds  | 92.4%                          |
| <b>Emergency response</b>   | To respond to at least 90% of emergency incidents within 15 minutes (in urban areas) and 20mins (in rural areas) | 90.2%                          |
| <b>OBJECTIVE 2 - SOLVING</b>  |  |                                |
| <b>Violence with injury</b>   | Improve the solved rate for violence with injury   | 52.9%                          |
| <b>Domestic Burglary</b>  | Improve the solved rate for domestic burglary  | 21.2%                          |
| <b>Robbery</b>  | Improve the solved rate for robbery  | 28.2%                          |
| <b>Serious sexual offences</b>  | Improve the solved rate for serious sexual offences  | 24.1%                          |
| <b>Drug trafficking</b>   | Improve the solved rate for drug trafficking   | 88.7%                          |
| <b>OBJECTIVE 3 - PREVENTING/REDUCING</b>  |  |                                |
| <b>Violence with Injury</b>   | Reduce the number of violence with injury offences   | 4,093                          |
| <b>Domestic Burglary</b>  | Reduce the number of domestic burglary offences  | 1,944                          |
| <b>Robbery</b>  | Reduce the number of robbery offences  | 295                            |
| <b>Anti-social behaviour</b>  | Reduce the number of ASB incidents   | 33,926                         |
| <b>OBJECTIVE 4 - CARING</b>   |  |                                |
| <b>Victim satisfaction</b>  | Improve the level of satisfaction of victims of crime with the overall service provided to them                  | 83.3%                          |
|   | Improve the level of victim satisfaction with 'follow up'  | 75.3%                          |
| <b>Repeat Victimisation</b>   | To reduce the percentage of 'repeat' <sup>3</sup> victims of domestic abuse crimes/incidents                     | New measure for 2013/14        |

<sup>2</sup> Where appropriate these performances measures and initiatives will be supported by detailed Action Plans

<sup>3</sup> To reduce the percentage of victims of domestic abuse crimes/incidents, who suffer a repeat offence in the twelve months following designation as a 'repeat victim' to below the average of the last three years.

### OBJECTIVES 3 & 4

Objectives 3 and 4 are also underpinned by the key areas of work (listed below) that police and/or partners can undertake for which Crime and Disorder Reduction Grants may be awarded. Applications will be assessed on their potential to contribute to my police and crime objectives and I will monitor the extent to which the agreed success criteria are being achieved. My performance assessment arrangements will specify details of the parties that I will hold to account. These will ordinarily be the recipients of the Crime and Disorder Grant.

In partnership with other agencies:

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

## Monitoring progress against the Police and Crime Plan

I will hold the Chief Constable to account for performance against each of my policing performance measures and I will also monitor information relating to operational policing, human resources (e.g. sickness levels, workforce profiles and diversity), finance and complaints.

While I will be judging improvement against a baseline of average performance over the previous three years, to provide context I will also publish performance against the

previous year and along with comparisons with the group of other police forces that are most similar to Suffolk, known as the 'most similar group' (MSG). Any relevant data from the Crime Survey for England and Wales will also be published.

The sections within this report entitled 'arrangements for governance' and 'arrangements for decision-making and accountability' further describe my arrangements for holding to account.

## Policing Precept

In common with the entire public sector, the Constabulary is facing the biggest budgetary pressures in a generation. As the Government's police grant forms the bulk of our budget we are heavily reliant on the grant. Consequently any grant reduction has a huge impact and means that there will be fewer resources to meet ever-increasing demands.

The medium term financial plans that I inherited relied upon increases in the policing element of the council tax precept. Whilst our local surveys confirmed public support for increasing the council tax precept, I decided to honour my manifesto commitment to freeze the precept in 2013/14. This decision was taken in the light of a total underspend of £2.3m on the budget being achieved in 2012/13. These are turbulent times for all public sector organisations and it is vital that we drive forward change.

I am firm in my commitment that I will not ask the Suffolk taxpayer to increase their council tax contributions until I am confident that the organisation is operating

as efficiently as possible. My recommendation for a freeze in the precept was supported by the Police and Crime Panel in January 2013.

Over the past five years the Constabulary has already delivered substantial savings and a further £10.6m must be saved by the end of 2016/17. The Chancellor will shortly reveal the government's next round of public spending proposals which will set the level of spending from April 2015 onwards. Taken together with the 2010 Comprehensive Spending Review this year's review will be challenging for us. We will need to reduce spending further whilst continuing to meet demand and fulfil our statutory obligations.

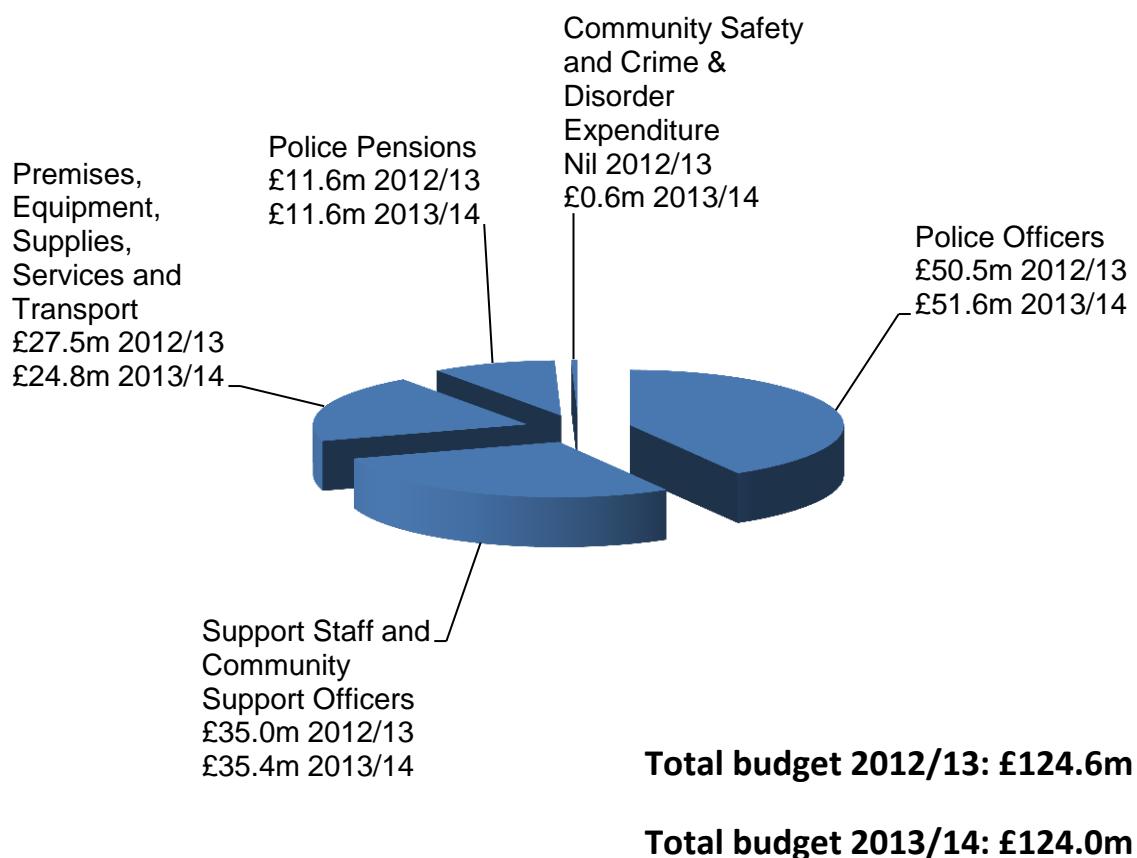
Once this detail is known I will consider my strategy for council tax precept decisions for the financial year 2014/15 and beyond. This will be a pivotal exercise for me and one which will be complemented by a rigorous budgeting exercise to drive out further savings and efficiencies.

## Where does the money go?

Suffolk has one of the smallest budgets of all forces as well as having one of the smallest workforces. It also has one of the lowest costs of policing per head of population making it very good value for money. Despite this, officer workloads

such as numbers of crimes per officer and charges per officer in Suffolk were higher than the national average.

In addition to the planned savings of £7.3m a further £2.3m was saved in 2012/13.



The underspend in the Revenue Budget in 2012/13 comprised £2.138m for the Constabulary and £0.166m for the Office of the PCC. The net position, subject to approval of carry forwards of £0.289m, is an under-spend of £2.015m.

## Suffolk Constabulary revenue budget

The main variances producing the underspend of £2.138m are included in the table below.

| Description             | Under/(over) spend (£k) | Variance as a percentage of full year budget |
|-------------------------|-------------------------|--|
| Income                  | 247                     | 0.20%  |
| Police Pay              | 282                     | 0.56%  |
| Police Pension          | 71                      | 0.62%  |
| Police Overtime         | (21)                    | 1.12%  |
| Staff Pay               | 205                     | 0.52%  |
| Indirect Employee Costs | (57)                    | (10.71%)                                     |
| Premises                | (133)                   | 2.94%  |
| Transport               | 13                      | 0.42%  |
| Supplies and Services   | 1,461                   | 10.77%                                       |
| Capital Financing Costs | 70                      | 0.01%  |
| <b>Total</b>            | <b>2,138</b>            |  |

## Office of the Police and Crime Commissioner revenue budget

The Office of the PCC Budget for 2012/13 was £1.187m and in 2012/13 there was an underspend of £0.166m, summarised as follows:

| Description                              | Under/(over) spend £(k) |
|--|-------------------------|
| Employee/Police Authority Members' costs | 41                      |
| Transport costs                          | 4                       |
| Supplies and Services                    | 40                      |
| Third Party Payments (Audit Services)    | 39                      |
| Contingency                              | 42                      |
| <b>Total</b>                             | <b>166</b>              |

## Workforce

As 78% of our expenditure is spent on salaries the main strand of our savings must be delivered through workforce reduction and streamlining management costs. My challenge will be to preserve levels of performance while reducing the workforce.

I intend to maintain the numbers of constables and police community support officers (PCSOs) in our safer neighbourhood teams and emergency response teams. While there will be

changes in the numbers of officers in ranks and reductions in staff numbers, I will do everything possible to maintain front line visible services. I also welcome approaches from partners for match-funded PCSOs.

The Constabulary currently has 307 specials, over 450 volunteers and there is provision for 25 jointly funded PCSOs. The projected workforce profile for the next three years is shown in the table below:

|                     | As at 31 March 2010 | As at 31 March 2012 | As at 31 March 2013 | As at 31 March 2014 (projected) | As at 31 March 2015 (projected) | As at 31 March 2016 (projected) |
|---------------------|---------------------|---------------------|---------------------|---------------------------------|---------------------------------|---------------------------------|
| Police officers     | 1246                | 1166                | 1184                | 1200                            | 1200                            | 1200                            |
| PCSOs – core funded | 142                 | 142                 | 142                 | 142                             | 142                             | 142                             |
| Police staff        | 971                 | 907                 | 834                 | 814                             | 805                             | 805                             |

## Crime and Disorder Reduction Grants 2013 and beyond

Crime and Disorder Reduction Grants can be awarded to anyone who, in my opinion, will secure or contribute to securing, crime and disorder reduction in Suffolk.

For the year 2013/14 various community safety funds transferred to the PCC and a new Community Safety Fund (CSF) created. The CSF is not ring-fenced and replaces the vast majority of existing funding. PCCs, as new legal entities, assume no liability for existing services or grants.

From 2014/15 the Community Safety Fund will cease. The fund will be subsumed into the main Police Grant and the PCC does not assume liability for services or grants

that have previously been awarded. In October 2014 the bulk of victim services will also transfer to PCCs.

The Government's grant for the year 2013/14 included the sum of £572,000 for the CSF. When considering the budget for 2012/13 this represents a shortfall of £140,693. To offset some of the shortfall I transferred the sum of £28,000 from my Corporate Budget. This increases the CSF to £600,000 with a final shortfall of £112,693. This was offset by reducing all other grants by around 10%.

For 2013/14 the following arrangements apply in respect of the Community Safety Fund:

- A global amount was awarded to the collective group of community safety partnerships in Suffolk.
- The total fund was top sliced by an amount equivalent to 20% and has been awarded to the Safer Suffolk Partnership Board (SSPB). The remaining sum was divided between the Community Safety Partnerships (CSPs), according to a formula that has been used by the CSPs in previous years. This is based upon the crime data for 'comparator crimes', as set out in the British Crime Survey.
- In the case of the funds allocated to CSPs and the SSPB the award of grants

will be made directly by the partnerships on my behalf.

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

The table below sets out my crime and disorder reduction grants for 2013/14. I also have a fund to enable the award of grants to other bodies.

| Award  | 2013/14 £s                |
|--|---------------------------|
| <b>Total Community Safety Fund awarded by the Home Office:</b><br>Pump priming from Suffolk Police & Crime Commissioner Funds                              | 72,000<br>28,000          |
| <b>TOTAL COMMUNITY SAFETY BUDGET</b><br>Shortfall (difference between available budget in 2012/13 & 2013/14)   | <b>600,000</b><br>112,693 |
| <b>Grants</b>  |                           |
| Safer Suffolk Partnership Board<br>Community Safety Partnerships (CSP):<br>Babergh CSP<br>Ipswich CSP<br>Suffolk Coastal CSP<br>Waveney CSP<br>Western CSP | 44,152<br>4176,610        |
| <b>TOTAL AWARDED TO PARTNERSHIPS</b>   | <b>220,763</b>            |
| Drug and Alcohol Action Team (DAAT) - Youth Crime and Substance Misuse Prevention Activities   | 47,507                    |
| Drug and Alcohol Action Team (DAAT) - Drugs Intervention Programme   | 146,730                   |
| Positive Futures   | 85,000                    |
| Youth Crime and Substance Misuse Activities (awarded to Youth Offending Service in 2012/13)  | 100,000                   |
| <b>TOTAL COMMUNITY SAFETY FUND</b>   | <b>600,000</b>            |

<sup>4</sup>This sum has been divided according to an agreed formula which is based upon the crime data for 'comparator crimes' set out in the British Crime Survey.

## Arrangements for Governance

It is important in establishing arrangements for a new statutory office that steps are taken to ensure that business is conducted in accordance with the law and proper standards. It is also important that public funds are safeguarded, properly accounted for and used economically, efficiently and effectively. Accordingly I have put into place proper arrangements for the governance of my affairs and for facilitating the exercise of my functions.

I have agreed a Code of Corporate Governance which sets out how I will ensure good governance is delivered. I have also produced a draft Annual

Governance Statement which sets out how I have complied with the Code of Corporate Governance. Whilst the Interim Audit Committee has considered the Annual Governance Statement it will be finalised when the Statement of Accounts are signed off in September 2013.

The Annual Governance Statement is a formal document that I am statutorily required to produce. It is a valuable source document for anyone who wishes to see how the governance aspects of my office are conducted. It includes such matters as explaining how I make decisions and how I hold the Chief Constable to account.

## Arrangements for Decision Making and Accountability

I have developed a Decision Making and Accountability Framework which helps provide for well-informed and transparent decision making and for holding the Chief Constable to account. The formalities of the Framework mean that all decisions, apart from those where there are reasons of confidentiality, are published and freely available on my website.

I have also established an Accountability and Performance Panel which meets at two-monthly intervals; this is the primary vehicle by which I hold the Chief Constable to account in a public forum. Additionally all recipients of Crime and Disorder Reduction Grants are required to account to me at the Panel meetings for outcomes and progress in relation to the grants. In addition to this formal accountability mechanism, I hold weekly meetings with the Chief Constable.

Looking outside the county, the Force is involved in collaborative activity with

Norfolk and other forces across the region. There is an extensive range of collaborative activity across both operational and support areas.

I have established the Norfolk and Suffolk Collaboration Panel with my Norfolk counterpart. We use this Panel to meet with both Chief Constables to consider issues of mutual interest and to discharge our governance responsibilities in respect of the collaborative activity. The meetings are held in public unless the nature of the issues to be discussed requires consideration in private. Similar arrangements are being developed in relation to collaboration across the Eastern Region.

I have established an interim Audit Committee for the period up until the signing of the Statement of Accounts at the end of September. I will be making arrangements to appoint a substantive Audit Committee from that point onwards.

## Appointment of a new Chief Constable

Shortly after the election last November, Simon Ash, the then Chief Constable, announced his retirement from the Police Service, having been successful in finding a new role with the Parole Board.

I immediately set about recruiting a new Chief Constable. Following a rigorous process conducted by myself and my Appointment Panel, I recommended the appointment of Douglas Paxton (pictured right) as Chief Constable to the Police and Crime Panel Confirmation Hearing on 8 February 2013.

The Police and Crime Panel unanimously accepted the recommendation and



Douglas Paxton took over as the new Chief Constable on 4 March 2013.

I am required in the spirit of openness and transparency to publicise the terms and conditions of appointment of the Chief Constable and other chief officers in the Constabulary. The appendix to this report sets out these key terms and conditions.

## Engagement and Consultation

On-going engagement and consultation is important to me so that I can be satisfied that we are meeting the needs of our communities. Therefore I regularly consult and engage to obtain the views of the community including young people, partners, victims of crime, and ratepayers' representatives.

I have established arrangements for engagement with the communities of Suffolk through a series of meetings. To enable engagement with partners, representatives of community groups and the public I held a series of District Panel meetings in April and early May. With a meeting held in every district I was able to discuss my plans for policing as well as offer surgery opportunities for individual discussion with members of the public.. The minutes and presentations for each of the Panel meetings are available on my website. A series of seven public meetings

are being planned for September/October; again there will be one in each district.

I have also arranged Business Forums throughout 2013, which is an opportunity to engage with representatives of the business community to understand their views. I am committed to ensuring that the business community can influence crime fighting and I aim to extend the membership of our liaison meetings so that more representatives of businesses can influence community safety.

I will regularly engage with Constabulary officers and staff and meet regularly with workforce representatives (e.g. Police Federation, Superintendents' Association and Unison). In addition, a range of events have already taken place with supervisors and managers and SNT officers and staff and I have visited local policing command bases across Suffolk.

## Concluding Comment

The last twelve months has seen enormous change and challenge. The introduction of Police and Crime Commissioners heralds a new era in policing and is the most fundamental change in the governance of policing in generations.

I am honoured and excited to be Suffolk's first Police and Crime Commissioner. However, I am not complacent. We will need to continue to satisfy increasing demands while delivering significant budget reductions. This will be a major challenge for us. With the support of all our partners, we have continued to deliver a good standard of policing resulting in the achievement of ten of the 12 performance priorities in 2012/13. These achievements have been delivered against a backdrop of delivering further savings in 2012/13 of £2m in addition to the planned savings of £7.3m.

Over the coming years I want to focus on making Suffolk a safer place and my Plan reflects this ambition. I want to instil a strong respect for law and order and I will keep the needs of the victims of crime at the heart of all that we do. I also wish to be satisfied that all our operations, from day-

to-day policing, fraud and cyber-crime to support services such as Information and Communications Technology (ICT) and procurement, are based upon the premise of making a positive contribution to the UK and our local economy.

Good policing is key to improving life for residents and visitors alike. However, delivering effective policing extends beyond operational police officers on the streets. A high quality service relies upon sound support functions and infrastructure underpinned by high standards of governance and transparency. It is therefore vital that functions including finance, ICT and property management are efficient and effective. This will be a high priority for me and I believe that collaboration with other partners will be increasingly important to achieving this.

The months and years ahead will undoubtedly present further challenges and we must be ambitious and strive for excellence.

I look forward to working with all our partners, our new Chief Constable and our communities as I continue with my endeavours to make Suffolk a safer place in which to live, work, travel and invest.

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

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June 2013

## APPENDIX

### Chief Officers' Remuneration

Home Office Circular 006/2012 'Police Officer Remuneration and Conditions' provides that all benefits for chief officers and their values should be published in the annual report.

The value of the salaries and benefits package for available to chief officers as at 31 March 2013 are as follows:

| Rank                      |  | £  |
|---------------------------|--|--|
| Chief Constable           | Salary <sup>1</sup>  | 133,068  |
|                           | Housing allowance  | 5,826  |
|                           | Removal and relocation expenses  | Up to a maximum of 43,912<br>(plus reimbursement of tax liability) |
|                           | CPOSA <sup>2</sup> Professional Indemnity Insurance<br>(agreed on an interim basis for the year 2013/14) | 2,014  |
|                           | Staff car available for business and personal use  |  |
| Deputy Chief Constable    | Salary <sup>3</sup>  | 109,782  |
|                           | Rent allowance   | 4,895  |
|                           | CPOSA <sup>2</sup> Professional Indemnity Insurance  | 2,014  |
|                           | Fixed mileage allowance  | 7,241  |
| Assistant Chief Constable | Salary <sup>3</sup>  | 93,753   |
|                           | Housing allowance  | 2,479  |
|                           | CPOSA <sup>2</sup> Professional Indemnity Insurance  | 2,014  |
|                           | Fixed mileage allowance  | 7,241  |
| Assistant Chief Officer   | Salary   | 105,849  |
|                           | Fixed mileage allowance  | 5,641  |

<sup>1</sup> The salary for the position of Chief Constable is prescribed by the Secretary of State. In Suffolk the spot point is £133,068 and the PCC has local discretion to vary this on appointment by + or - 10% (i.e. salary range £120,068 to £146,068)

<sup>2</sup> Chief Police Officers' Staff Association

<sup>3</sup> Salaries for deputy chief constables and assistant chief constables are prescribed by the Secretary of State.