



# Annual Report 2015-16



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**Tim Passmore**  
Police and Crime  
Commissioner

## INTRODUCTION BY TIM PASSMORE

It is now over three years since I was elected as Suffolk's first Police and Crime Commissioner and I still feel hugely honoured to serve you in what has been a very challenging time for the Constabulary.

This past year has been a time of enormous change for policing in the county and this annual report gives me a timely opportunity to update you.

One thing that should help all of us face the future with confidence is the excellent track record Suffolk Constabulary has for flexibility and innovation - going back over many years. Our officers always rise to the challenge, this was reinforced when Suffolk Constabulary was rated as "Good" in all three categories of performance by Her Majesty's Inspector of Constabularies (HMIC) – less than half of the police forces across England and Wales have performed as well as Suffolk Constabulary.

For the first time in over two years, recruitment is starting again, from

April 2016 30 more officers, than originally expected will be employed, including 10 additional officers in our new cyber crime unit. Extra staff and officers will also be working in the vulnerable people's directorate, focussing on the 'Hidden Harm' crimes.

At the end of 2015 we experienced a massive turnaround in our financial planning. Back in December we needed to save £20.5million from the Constabulary budget of £120million by March 2020. However when we received the details of our Home Office policing grant we were delighted to see that there will be no further cuts to the overall police budget for the next four years. However, there is a small sting in the tail as the plans are dependent on a two per cent council tax rise for the next four years. I duly raised the policing element of the council tax in March 2016 and have pledged to do the same for the next three years.

I am absolutely convinced this small increase will make a huge difference

to maintaining Suffolk's reputation as one of the safest areas in which to live and work. It also provides much greater financial stability so we can plan ahead for the next four years with much greater certainty and confidence.

Apart from the financial pressures, the Constabulary is also facing an extraordinary shift in the pattern of crime. There has been an explosion of criminal activity online and through the use of technology, as well as a huge increase in reports of domestic abuse, financial fraud and serious sexual offences. In the legislation set by Parliament, Police and Crime Commissioners are responsible for an efficient and effective police force in their area as well as for the totality of policing. As a result I must ensure our Constabulary is properly equipped and trained – nothing else will do!

In 2015/16 we have made significant investment in roads policing which has seen a new county roads policing unit in Bury St Edmunds. This team will provide extra resources to focus on enforcement

of the 'fatal four', which are drink/drug driving, speeding, not wearing seat belts and using mobile devices.

Our rural crime team has been an outstanding success story, so I am delighted that there is now an additional rural team based in Stowmarket to help deter and solve rural crime. I absolutely recognise people and businesses in the countryside pay their taxes like everyone else and must have a fair share of policing resources. This new team will concentrate its focus on the west of the county, while the original team, based in Halesworth, will concentrate on the east.

An important part of my role is public engagement and listening to residents and businesses about their concerns and ideas. In the past year I staged many public meetings and roadshows and spoke at dozens of meetings specifically about the Suffolk Local Policing Review. I will increase my public engagement programme next year and details will be published on my website.

*Tim Parrymore*





**Gareth Wilson**  
Chief Constable

## Chief Constable statement by Gareth Wilson

As Chief Constable, I have operational independence for the Constabulary and am held to account by the PCC.

The organisation has changed significantly over the past year, principally through the Suffolk Local Policing Review which has sought to address the ever changing nature of crime and the priorities given to us within the Police and Crime Plan.

Central to this change is to ensure we continue to keep people safe. We now have a system where those who respond are dedicated to doing so, those that work within Safer Neighbourhood Teams have real focus on the part they can play on achieving the organisation's vision, those within Investigations have the time to undertake quality investigations, and those within the many other departments within the organisation are focussed on providing really effective and efficient service.

The Autumn Statement was a game changer for us, allowing us to recruit 30 more police officers and 16 police staff who will be focussed at dealing with vulnerability and cyber crime. Whilst there are still savings to be made, they currently stand at just over 1% of our entire budget.

We have invested heavily in technological innovation and we will continue to do so to provide a better service to our communities. This includes a new website, new intranet, the next generation of mobile working, and body worn video, to name but a few.

Looking ahead, the Chief Officer team and the Constabulary as a whole is totally committed to providing a high quality policing service to those who live, work, travel and invest in Suffolk.



**Christopher Jackson**  
Chief Executive  
Office of PCC

## Governance statement by Christopher Jackson

It is important to ensure that the business of the PCC's office is conducted to the highest standards and that public funds are safeguarded, properly accounted for and used economically, efficiently and effectively. The PCC's Annual Governance Statement is key to explaining how the required good governance is delivered. Holding the Chief Constable to account is at the heart of ensuring excellent service delivery and this takes place through a range of mechanisms, most prominent of which are the bi-monthly Accountability and Performance Panel meetings which are open to the public.

The PCC is also responsible for holding the Chief Constable to account for policing ethical behaviour and the Code of Ethics. This is undertaken through an annual report by the Chief Constable to the Audit Committee.

More information on the arrangements for governance, decision-making and accountability, including the Annual Governance Statement is available through the PCC's website:

**[www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk)**



# PCC RESPONSIBILITIES

As your Police and Crime Commissioner, I have been democratically elected to be the link between the people of Suffolk and the police; someone for you to hold to account if the Constabulary does not deliver.

**“My role is to ensure an efficient and effective police service and to represent you and your concerns, ensuring the policing needs of your community are met.”**

Through my Police and Crime Plan for Suffolk, I set the direction and the budget for policing. This involves:

- Setting the strategic direction and accountability for policing.
- Working with partners to prevent and tackle crime and re-offending.
- Representing the voice of the public, the vulnerable and victims.
- Contributing to resourcing of policing to address regional and national threats.
- Ensuring value for money.

## Holding the Chief Constable to account

I hold the Chief Constable to account for performance against each of my performance measures and I also monitor information relating to operational policing, staffing issues, finance and complaints. It is really important that this process is open and transparent so

the meetings are held in public and give the electorate the opportunity to see me challenge the Chief Constable on the Constabulary's performance.

Issues that have been discussed over the past year include:

- Performance particularly relating to serious sexual offences.
- Complaints and Professional Standards.
- Use of Stop and Search
- Staff sickness and fitness.

Details of the public accountability meetings are available on my website: [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk)

## Police and Crime Panel

In my role I am challenged and supported by the Suffolk Police and Crime Panel which comprises 11 representatives of the county's eight councils and two co-opted members. The Panel has the role of scrutinising my performance as PCC. It also challenges and supports my activities over a range of areas, including delivery of my Police and Crime Plan.

Over the past year the Panel has questioned me on many aspects of my work which have included my decision to raise the policing part of your council tax precept for 2016/17 and my progress towards achieving my strategic objectives as set out in my Police and Crime Plan.

Details of the Panel are available on Suffolk County Council's website: [www.suffolk.gov.uk](http://www.suffolk.gov.uk).

# REVIEW OF THE YEAR



## JUNE

- Attended Operation Alliance a multi-agency road safety event on the A14 at Copdock. (above)
- Visited Suffolk police officers at the National Police Air Support at RAF Wattisham.

## APRIL

- Chaired the Business Liaison meeting.
- Launched the Suffolk Broads Beat Team at Waveney River Centre.
- Visited Waveney Domestic Abuse Forum for update on their work.

## AUGUST

- Attended the Highways England public consultation on the A14 Orwell Bridge speed limit options

2015

## MAY

- Launch of Volunteers on Horseback at Suffolk Show.
- Held first of this year's public meetings in Eye.
- Launched the CRASH motorcycle safety initiative at the Suffolk Show.
- Officially opened the Woodbridge Community Police and Fire Station (below).



## JULY

- Web chat with the Temporary Chief Constable to answer your questions.
- Talked to National Women's Register in Beccles.
- Informal visit to view the Constabulary's Domestic Abuse Unit and meet the team.
- Updated our local Members of Parliament on policing issues at a meeting in Westminster.
- Presented the East Anglian Daily Times Business Award for Crime Prevention.
- Started the 'On Tour' programme of town centre visits with the Chief Constable.

## SEPTEMBER

- Attended Ipswich & Suffolk Council for Racial Equality (ISCRE) AGM.
- Attended the Stop and Search Reference Group meeting.
- Spent an evening in Ipswich with the Town Pastors (below).





## OCTOBER

- Published my updated Police and Crime Plan.
- Awarded £52.3K for Victims-led Restorative Justice Hub.
- Visited the Constabulary's Domestic Abuse facility in Lowestoft.
- Supported Hate Crime Week 10-17 October (below).



## DECEMBER

- Addressed the Police Volunteers Christmas event to thank them for their support.
- Met with local parish councillors to explain the Suffolk Local Policing Review.
- Hosted 'Procurement in a Policing Environment' event for local businesses.
- Funded the Taxi Marshalls for a second year (above).



## FEBRUARY

- Spoke to the Coercive Control Conference at Bury St Edmunds.
- Visited Hollesley Bay prison.
- Visited Bond Street Mosque for regular update. (above)
- Met with Bangladeshi Support Centre.

2016

## NOVEMBER

- Addressed the Ipswich Special Constables' Annual Assembly.
- Supported White Ribbon campaign to raise awareness of domestic abuse. (below)
- Launch of additional roads policing motorcycle team in the west of the county.
- OPCC awarded prestigious national award for openness and transparency.



## JANUARY

- Appointed Gareth Wilson as Chief Constable.
- Announced detail of the Suffolk Local Policing Review.
- Announced policing precept increase of 1.958% a day.
- Launch of the Salvation Army's Emergency Response Unit.
- Met with Suffolk Youth Parliament.

## MARCH

- Agreed to fund a radical Domestic Abuse training package for police officers.
- Launch of the second Rural Crime team in Stowmarket.
- CCTV launch at Lowestoft.
- Introduction of new speed vans.
- Signed up to be Suffolk Business Ambassador.



## Police & Crime Plan Objectives

Objective	Measure	12 months to 31 Mar 16	Baseline <sup>1</sup>	Comparison to baseline <sup>1 2</sup>	Status <sup>3</sup>
Responding to Emergencies	999 Call Handling <sup>5</sup>	90.3%	92.0%	-1.7%	◆
	Response to Emergency Incidents	90.5%	91.1%	-0.6%	◆
Solving Crime	Violence with Injury - Solved	34.9%	50.1%	-15.1%	◆
	Domestic Burglary - Solved	13.7%	21.2%	-7.5%	◆
	Robbery - Solved	22.3%	33.4%	-11%	◆
	Serious Sexual Offences - Solved	14%	20.6%	-6.6%	◆
	Drug Trafficking - Solved		94.3%		
Preventing & Reducing Crime and ASB Incidents	Violence with Injury - Crimes	4,755	3,761	▲ 21%	◆
	Domestic Burglary - Crimes	1,386	1,573	▼ 12%	●
	Robbery - Crimes	229	208	▲ 10%	◆
	Anti-Social Behaviour	15,832	24,897	▼ 36%	●
	Total - Crimes	43,867	38,150		
Caring for victims and vulnerable people	Victims' Satisfaction - Whole Experience	83.2%	86.6%	-3.4%	◆
	Victims' Satisfaction - Follow-up	74.6%	79.4%	-4.8%	◆
	Domestic Abuse Repeat Victimisation (existing)	N/A	64.8%	N/A	
	Domestic Abuse Repeat Victimisation (proposed)	N/A	30.7%	N/A	

## Additional measures for Quality of Service

The following measures of quality are not included in the Police and Crime Plan but are included here to assist in delivering the high quality of service required to support the delivery of Police and Crime Plan objectives.

Quality of Service	Public Confidence - Police Do a Good Job <sup>6</sup>	68.1%	64.2%	+3.9%	● ▲	10th
	Public Confidence - Community Priorities <sup>6</sup>	68.9%	63.4%	+5.5%	● ▲	3rd
	Public Confidence - Fair Treatment <sup>6</sup>	73.4%	69.2%	+4.2%	● ▼	3rd
	Public Confidence - Overall Confidence <sup>6</sup>	83.3%	77.2%	+6.1%	● ▲	6th

1. The baseline figures are static and represent the performance required by year-end to improve upon the three-year averages published at the start of the year.
  2. The comparison to the baseline represents the last twelve months performance against the baseline.
  3. The status graphic is a subjective assessment of current performance.
- Symbol key: ● Meeting/exceeding baseline; ◆ not meeting baseline target.
4. National guideline standard 90% (College of Policing)
  5. These indicators are updated on a quarterly basis by Office of National Statistics.

# DELIVERING THE POLICE & CRIME PLAN

Every PCC must produce a Police and Crime Plan. The Suffolk plan has four clear objectives: Responding to emergencies; solving crime; preventing and reducing crime and anti-social behaviour and caring for victims and vulnerable people.

In April 2013 I published my first Police and Crime Plan covering the period 2013 to 2017. The plan was well received and has been the driving force for the organisation since its publication. While my aims, objectives and priorities remain the same there have been unprecedented developments since its publication and which now necessitate greater emphasis in the Plan.

In July 2015 I published a revised Plan which provides further clarity and direction for the organisation for the remainder of the period of the plan.

While Suffolk is still one of the safest places in which to live, work, travel and invest, I must ensure that our police force can continue to protect our communities and respond to those threats which present the greatest risk of harm. Threats such as serious and organised crime, terrorism, extremism, childhood sexual abuse, cyber crime (for example

online fraud and cyber bullying), human trafficking and domestic abuse are not immediately visible, but, this so-called 'hidden harm' presents a considerable risk to us all. It is my responsibility to ensure that the Constabulary has the capacity and capability to tackle these crimes.

With this in mind, earlier in 2015, I raised the policing element of the Council Tax by just under 2% to fund additional resources to tackle hidden harm. An additional 12 staff were employed to investigate child sexual exploitation, adult and child sexual abuse, honour based violence, domestic abuse and sexual exploitation.

In June 2015 a new Cyber Crime Unit was also launched. The unit investigates all offences where networked computers or technology have been used to commit crimes, from child pornography, human trafficking, drugs and contraband and the increasing problem of online fraud.

## Aim

***To make Suffolk a safer place in which to live, work, travel and invest***

### My Police & Crime Objectives



**Objective 1**  
Responding to emergencies



**Objective 2**  
Solving crime



**Objective 3**  
Preventing and reducing crime and ASB



**Objective 4**  
Caring for victims and vulnerable people

## DELIVERING THE POLICE & CRIME PLAN

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

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

We now occupy a world where the pace of change is unprecedented and in order to keep our communities safe the Constabulary must adapt quickly to the policing challenges. Although it is important to plan for the longer term, we must also set out our short

term goals so that we have a clear vision of what we aim to achieve. While my priorities and objectives remain unchanged during the past year my Police and Crime Plan focused on the following areas:

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

#### **We will:**

- commission a range of services for victims of crime to help them cope and recover.
- undertake an exercise to understand the services available to victims of crime and identify duplication and gaps in service.
- formulate an action plan to address the conclusions and recommendations of our recent research on the perceptions of victims of domestic abuse.
- aim to preserve and continue to improve our good levels of service to victims of crime.
- aim to improve our performance for ‘keeping victims of crime informed’.
- continue with our work to enhance the trust and confidence of our communities to encourage all victims to report crimes to the police or access victims’ services.
- work to help keep young people safe and help them to protect themselves and deter them from committing crime.
- support partners to help anyone suffering from mental health problems.



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

#### **We will:**

- increase our focus on monitoring of services to combat hidden harm and reduce re-offending to ensure our services are effective and protecting vulnerable people.

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

#### **We will:**

- deliver our savings requirements.
- undertake a budget review exercise to review all major areas of expenditure, and utilise other recognised methods to drive out further efficiencies.
- increase the numbers of Special Constables to increase our operational capability and diversity.

- develop a more informed way to represent our workforce numbers, capability and capacity which properly recognises all the resources at our disposal to help keep communities safe.
- continue our activities to make our workforce more reflective of our communities.
- continue with our transformation of ICT services to improve efficiency and effectiveness.
- continue to review our estates to ensure that our estate is modern and fit for purpose.
- continue to seek opportunities to collaborate and deliver integrated services with our other policing and local authority partners.

"We now occupy a world where the pace of change is unprecedented and in order to keep our communities safe the Constabulary must adapt quickly to the policing challenges."



The official launch of the new cyber crime unit in Halesworth in June 2015.

"My Safer Suffolk Fund. is administered by Suffolk Community Foundation, this fund of £300,000 annually is used to support applications of up to £20,000."

## COMMISSIONING SERVICES

Commissioning services to promote crime prevention and support victims of crime is an important element of my role as your Police and Crime Commissioner.

Over 40 grants were awarded in 2015/16 to contribute to the delivery of the objectives in the Police and Crime Plan. Significant funding was allocated to the Victim Assessment and Referral Service (£293,867) and the Independent Domestic Violence Advisor service (£407,577).

Nearly half (46%) of grants commissioned this year deal with domestic and sexual abuse, 19% of funding (£250k) supported programmes specifically involving young people (whether they are victims of abuse, for crime and ASB prevention or providing opportunities for education and employment) and 36% was allocated to addressing Hate Crime, Crime prevention and ASB, the night-time economy, mental health and vulnerability.

Within the areas of domestic and sexual abuse and services to victims £92,000 was directed to counselling services to help victims of sexual

abuse cope and recover and £532,000 awarded for programmes delivering wider advice, guidance and support.

In order to satisfy my responsibility to victims of crime, I commission the charity, Victim Support, to operate a Victims Assessment and Referral Centre (VARC). Victims of crime are referred to the VARC for the support they need following their experience. The VARC completes a 'needs assessment' for any victim who wishes for one. The assessment considers the victims' needs and identifies any additional support which the victim needs to help them cope and recover. Victims of crime, including victims of hate crime, can also self-refer to the VARC to access the support they need. They can self-refer by contacting Victim Support on 0300 303 0165.

Under the Code of Practice for Victims of Crime, victims of hate crime are also entitled to an enhanced level of service, which the VARC provides. Victims of hate crime can access the service provided by the VARC either by referral from another agency, via the police or by the self-referral mechanism.

<b>Crime &amp; Disorder Reduction Fund 2015/16   £239,809</b>			
Access Community Trust - Workplace qualifications	£5,000	Victim Support - Hate Crime Partnership	£24,395
Policing and Mental Health - CCR practitioner	£18,334	Sentinel Leisure Trust - Lowestoft CCTV	£3,500
Catch 22 - Mediation	£7,000	Suffolk Police Cadets	£13,750
Catch22 - Suffolk Positive Futures	£85,000	Rotary Youth Leadership (RYLA)	£3,000
Ormiston Trust	£8,000	Taxi Marshall Scheme	£5,000
Irinni Counselling- Freedom Programme, Brandon	£780	Youth Offending Service - Restorative Justice Training & Accreditation	£4,050
Town Pastors	£47,000	The Prince's Trust	£15,000

<b>Safer Suffolk Fund 2015/16   £255,338</b>			
Survivors in Transition	£19,550	Signpost Gunton	£16,120
Waveney Domestic Violence & Abuse Forum - Caring Dads	£8,621	Suffolk Chinese Family Welfare Association	£1,747
Fresh Start New Beginnings	£19,988	GYROS	£20,000
Eden's Project	£5,247	CrimeStoppers	£15,782
Lapwing	£15,000	Inspire Suffolk	£20,000
Porch Project	£20,000	Raedan Trust	£7,344
Suffolk Rape Crisis	£20,000	Suffolk Mind	£19,942
Suffolk Refugee Support	£19,997	Safe Partnership	£6,000
Ipswich Housing Action Group	£20,000		

<b>Victim Services 2015/16   £856,953</b>			
Waveney Domestic Violence & Abuse Forum - Coordinator	£20,000	Anglia Care Trust - Male Victim support, DV Workshops, Financial services	£40,378
Butterfly CIC - Therapeutic Programmes to Support Adult Survivors of Childhood Sexual Abuse	£19,040	Lighthouse Women's Aid - IDVA Service Delivery 2015/16	£407,577
Lighthouse Women's Aid - Crisis Worker (extension)	£10,772	Victim Support - Victim Assessment Referral Centre (VARC)	£293,867
Victim Support - Victim Led Restorative Justice Hub (April - August)	£8,704	Waveney Domestic Violence & Abuse Forum - DV in Suffolk Coastal Area	£20,000
Victim Support - Victim Led Restorative Justice Hub (Sept - March)	£30,535	Waveney Domestic Violence & Abuse Forum - Rape Crisis Counselling	£6,080

## THE BUDGET

Suffolk's budget for policing in 2015-16 was £120.9m, which is one of the smallest budgets of all forces nationally. The cost of policing per head of population is in the lower quartile in England and Wales, making Suffolk Constabulary excellent value for money.

In February 2015, I made the decision to increase the policing part of the council tax for 2015-16 by just less than 2%, which meant that the amount paid for a Band D property in Suffolk was £170.10 a year, which equates to £3.26 a week. In increasing the policing precept by just less than 2%, this generated additional income of £350k, which was used to increase the resources available to protect vulnerable people.

### How my office budget is spent

	£K
Employee Costs (pay & travel)	595
PCC Costs (salary & travel)	107
Supplies & Services, fees and contingency	135
Internal & External Audit and Audit Committee	104
<b>Budget for Office of Police and Crime Commissioner</b>	<b>941</b>

The total revenue budget outturn for the Group (Constabulary and OPCC) after the use of reserves is an over-spend of £1.084m, comprising an over-spend of £1.78m for the Constabulary, an underspend of £0.312m in Capital Financing and underspends of £0.107m for the OPCC and £0.277m for OPCC grants.

### Getting a fair share for Suffolk

I believe that Suffolk's funding should reflect the demands placed on policing by the national resources that are sited here, over the past year I have continued to fight for a better share for Suffolk. Strategic national assets such as Sizewell, the Ports of Felixstowe and Ipswich, Newmarket Racecourse and Wattisham Airbase create additional policing pressures. Through the planned national review of the police funding formula, I will continue to lobby for a fairer share of the resources for the people of Suffolk.

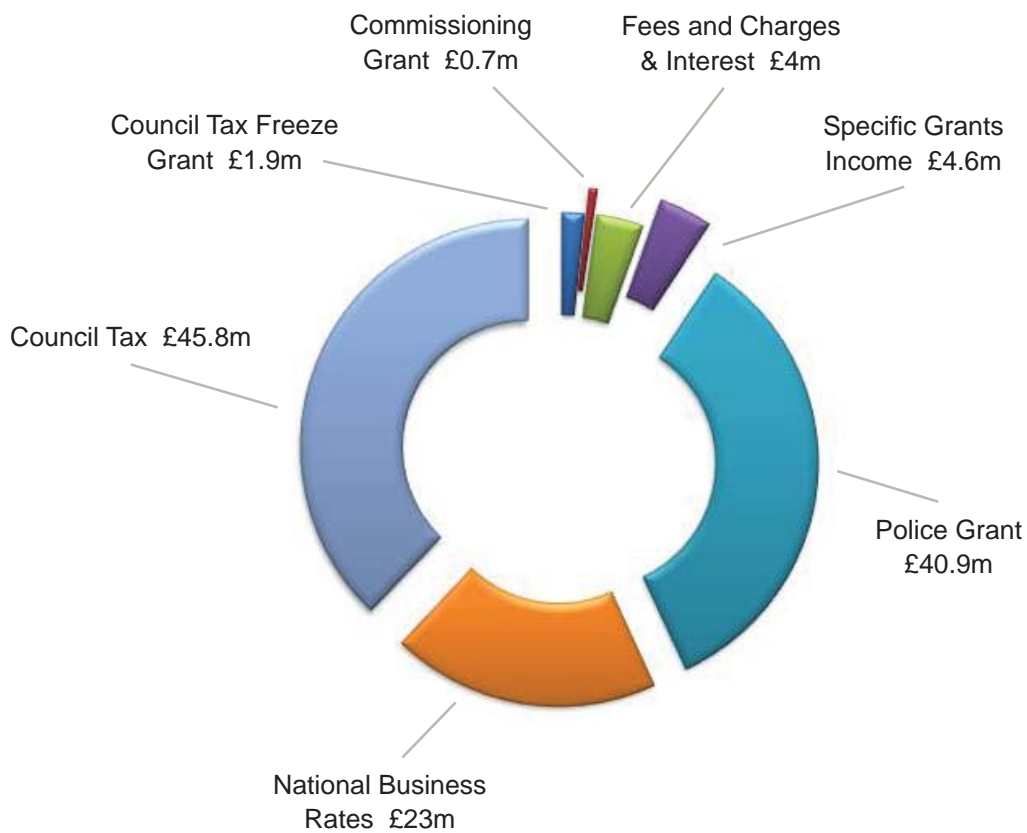
We must have a much better balance of funding between metropolitan areas and shire counties like Suffolk. The current situation is unfair and unacceptable.

The Constabulary should receive appropriate funding if they have provided policing services to other public sector bodies. I supported a review of these arrangements to be undertaken and revised arrangements have now been implemented which represent better value for money for Suffolk taxpayers.

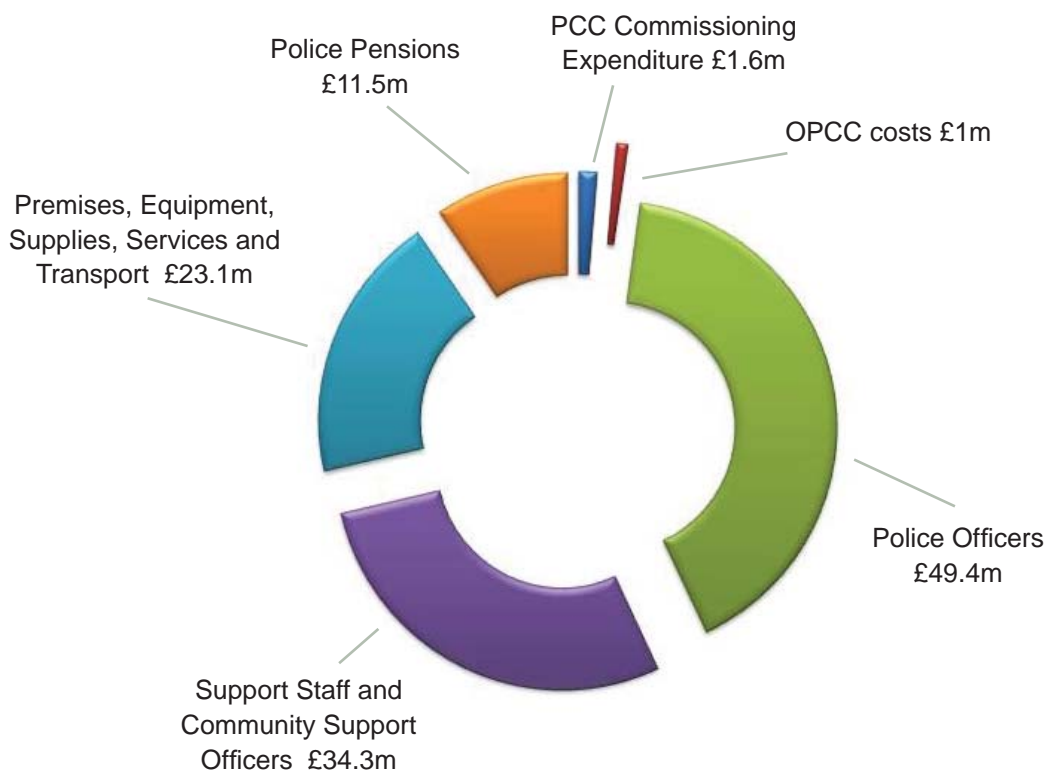


# POLICE BUDGET

## Where the money comes from £120.9m



## Where we spend the money £120.9m





## GRANT IMPACT

All grants awarded by my office are measured against clear deliverable outcomes. Here are just some of the impacts from the grants awarded in 2015/16.

The **Princes Trust** supported six young people to complete a 'Get Into Hospitality' programme and enter employment.

**Suffolk Positive Futures** worked with 1,800 young people during the year and provided nearly 1,300 hours of activity. Thirty young people 'not in education' worked towards a recognised qualification and 16 young people have taken up volunteering placements.

**Town Pastors** have continued to make a valuable contribution to the reduction of crime and disorder recording 20,841 actions during the year, directly preventing and reducing crime on 277 occasions and ensuring the personal safety/wellbeing of 804 people.

**Victim Support** provided an assessment and referral service to over 30,000 victims of crime and provided follow up emotional and practical support to 935 victims.

Twenty nine women completed the **Butterfly** therapy and counselling programmes for adult survivors of childhood sexual abuse, 94% of attendees reported a high level of satisfaction with the programme and would recommend it, 90% of attendees experienced an increase in self-esteem and 92% of attendees experienced a reduction in nightmares and flashbacks during the programmes.

A Crisis Worker funded at **Lighthouse Women's Aid** provided immediate support to enable women and children to safely leave an abusive relationship regardless of whether there is police involvement - 376 different victims were supported through 480 sessions of

support and 171 victims were supported to refer to the police.

**Waveney Domestic Violence and Abuse Forum** supported eight clients to benefit from rape crisis counselling. All clients made significant improvements in their empowerment and self-esteem and all had improved support networks and safety.

**The Independent Domestic Violence Advisor (IDVA)** service received 1,446 referrals. The service has received a lot of positive feedback which shows that the greatest changes are in how safe the victim felt and how well they were coping. This evidences that the service is supporting victims to cope and recover.

**Anglia Care Trust (ACT)** provided 78 male victims of domestic abuse with advice and guidance sessions - all of the victims supported said they had increased understanding of the abuse they have experienced and increased self-esteem and confidence. The majority believed that the support had improved their life chances leading to healthier and safer future relationships. ACT also supported 66 victims of domestic abuse with specialist support on their financial affairs with 100% positive feedback. The Trust worked in high schools with 52 young people affected by domestic abuse and who were vulnerable to the long term effects, such as becoming involved in abusive relationships themselves, or being at risk of sexual exploitation. All of the schools said their students had benefited from the courses and benefits included increased self-confidence and self-esteem; increased knowledge of domestic abuse and increased/extended range of friendships.

## CONSULTATION AND ENGAGEMENT

Public engagement is a key responsibility of every PCC. In a large rural county like Suffolk this is quite a challenge, therefore I make sure I have many ways members of the public and businesses can engage with me to discuss issues that affect them. I have travelled all over Suffolk in my endeavours to meet as many partners, colleagues and members of the public as possible.

On-going engagement and consultation is important to me so that I can be satisfied that we are meeting the needs of our communities. Throughout this year I have continued to consult and engage to obtain community views including young people, public sector partners, victims of crime and businesses. I engage regularly with officers and staff including workforce representatives such as the Police Federation and Unison.

I am available to anyone who needs to contact me through one-to-one surgeries and via e-mail and telephone. I hold public meetings in all of Suffolk's seven districts and boroughs to make it as easy as possible for people to engage with myself and the Chief Constable. I encourage this open and frank two-way dialogue and I pride myself on my direct engagement with all sections of the community.

### Over the past year I have:

- held public meetings in each of the seven districts in the county.
- staged roadshows with the Chief Constable in eight high streets across the county.
- attended district, borough and parish council and Neighbourhood Watch meetings across the county.
- staged on-line surveys to gauge the public view on the council tax precept increase.
- hosted Business Liaison meetings and attended countywide business meetings.
- built my Twitter following to over 2,000 followers.
- held 36 individual public surgery sessions.



A typical public meeting with the Chief Constable.

# The year in pictures



▲ Launch of additional Roads Policing Unit in Bury St Edmunds.



◀ Awarded East Anglian Daily Times Business Award for Crime Prevention.

▶ New rural crime team in Mid Suffolk.



▲ Delighted to be signed up as a Suffolk Business Ambassador.

▼ Public consultation event to listen to local views on policing.





- ▼ Supported Inspire Suffolk to provide Norwich Road Citizenship Programme.



- ▲ Supported the 'Close the gate on rural crime' campaign.



- ▲ Office of the PCC awarded a CoPACC award for transparency.



- ◀ School engagement programme with St Benet's School, Beccles.

- Met with Suffolk Refugee Support to learn more about their work. ▶



## SUPPORTING VICTIMS OF CRIME

I have been absolutely clear in my Police and Crime Plan that victims of crime should be central to all that we do; treatment of victims is vital to building public trust and confidence in the police.

The locally commissioned landscape of support for victims of crime changed in 2014 when all Police and Crime Commissioners became responsible for funding the majority of services to support victims in their areas. Full detail of the services I have commissioned in this financial year can be found in the Commissioning Service section of this report on page 12.

Victim satisfaction is crucially important. There are requirements on the Constabulary outlined in the Code of Practice for Victims of Crime to ensure people are aware of their entitlements and what to expect from Criminal Justice Partners. I will continue to monitor the Constabulary's compliance with the Victims' Code as well as understanding how victims of crime feel about the service they receive and how the force learns from complaints about the service.

I am pleased to report that the Constabulary records a high level of victim satisfaction and fares well in those measures recorded by the Crime Survey of England and Wales about public confidence.

## RESEARCH INTO DOMESTIC ABUSE

Back in 2014 I commissioned research into domestic abuse. The far-reaching, independent report published by University Campus Suffolk took an unprecedented look at how victims of domestic abuse consider they are supported in the county.

I realised that the research would be a sobering lesson to us all, but has really helped to understand what we are dealing with here in Suffolk. The Constabulary is leading work with partners to formulate an action plan so that we can greatly reduce this terrible crime as a matter of urgency.

It was based on four main objectives:

- To provide a detailed understanding of the perceptions and experiences of survivors of domestic violence and abuse relating to their journey through the criminal justice system.
- To identify survivors' perceptions of current support and service provision currently available.
- To identify barriers to engaging with current support and services, and consider how these may be overcome.
- To consider what types and levels of support and services survivors of domestic violence and abuse would like to be able to access in order to shape an innovative approach to providing appropriate support.



## COLLABORATION

Suffolk is a sovereign force and I have no plans to merge the Constabulary with any other force. However, there is real benefit to us working with other police and public sector partners and collaboration is a vital strand of our savings plans.

Collaboration is an excellent way of improving efficiency and effectiveness and achieving economies of scale. I am pleased with the proportion of savings delivered through collaboration in Suffolk and our commitment to increase efficiency through collaboration and partnerships where possible.

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

**Collaboration between Suffolk Constabulary and Norfolk Constabulary:** Significant savings are delivered through work with Norfolk Constabulary. Collaborated functions already in place are Protective Services, Justice (including criminal justice services, custody and custody investigation), six Police Investigations Centres, Integrated Offender Management, Cyber Crime Unit and several support functions.

### **Collaboration with other partners:**

Which includes shared ownership and occupancy of Landmark House with Suffolk County Council, shared premises for Safer Neighbourhood Teams, and shared occupation of stations with Suffolk Fire and Rescue Service.

I will continue to exercise governance and oversight of collaboration to ensure it is achieving the planned savings, delivering good performance and able to deliver the priorities set out within the Strategic Policing Requirement.

I am open to further collaborative and partnership approaches with all partners, whether public, private or voluntary, where there is clear evidence that it is in the best interests of the people of Suffolk.



Out with the joint Roads Policing Unit at an operation in Felixstowe.



## VOLUNTEERS



This year we have increased our rural crime team. We now have a team based in Halesworth and one in Stowmarket. The teams which include Specials, engage with communities on a regular basis, proactively patrolling farms and rural spaces to provide reassurance and deter offenders.

Suffolk has an excellent track record for looking after each other and that's what is so special about our county – our sense of community and place, so when people are in need, we find ways of helping each other.

I am a great supporter of the fantastic work that our Special Constables and our police volunteers carry out across the county every day; they are an integral part of the Constabulary family and we are very grateful for the wonderful support they provide across a wide breadth of operational work.

### Special Constables

Special Constables are a group of volunteers who dedicate some of their spare time towards helping to keep our community a safe place to live and work. Special Constables are valued members of the police family and provide a vital link between Suffolk Constabulary and the community. They play an active role in the policing of Suffolk and support regular officers.

### Volunteers

In Suffolk our volunteers vary in age from our youngest Volunteer Police Cadets aged 13 through to a 84 year old CCTV operator.

Some of the ways we have been helped by volunteers this year include:

**Neighbourhood Watch:** this year in Suffolk we celebrated our 2,000th neighbourhood watch scheme.

**Independent Custody Visitors:** who visit Police Investigation Centres unannounced to check on the welfare of people who are in police custody.

**Town centre CCTV monitoring support:** help monitor the CCTV system in town centres.

**Community Speed Watch volunteers:** this year we totalled over 600 volunteers carrying out speed checks in our towns and villages.

**Volunteers on horseback:** I am delighted that the number of Volunteers on Horseback has now reached 30. The volunteers on horseback scheme helps reduce crime by promoting security and increasing crime prevention awareness across rural communities. These volunteers support the Constabulary by reporting suspicious and criminal activity in rural areas.

I would like to thank all the many volunteers who give their time so generously to support the work of the Constabulary and encourage anyone who wants to become a Special constable or a volunteer to get in touch.





## DECISIONS MADE

One of the most important decisions made this year was to implement the Suffolk Local Policing Review - the most significant review of Suffolk's local policing service for many years.

The detail of the review was agreed in January, ready for implementation on April 4 2016.

The review changes the way in the Constabulary delivers local policing functions from the initial call for help, to the resolution of an incident. The re-design looks at better ways of structuring policing resources, along with using the best technology available to deliver the Police and Crime Plan and make the Constabulary more efficient.

### The key changes:

A revised county policing map with redefined 'locality' areas led by an Inspector.

A reduced number of Safer Neighbourhood Teams strategically placed to respond to local demand.

A revised workforce, resulting in the right mix of warranted frontline police officers and PCSOs.

A redefined remit for SNTs to ensure that bureaucracy is reduced, visibility is preserved and local issues are addressed in the most effective way.

**All decisions made throughout the year are clearly explained on my website. Key decisions in 2015/16 included the council tax precept increase of 1.985% for 2016/17; the sale of Woodbridge and Aldeburgh police stations; funding for a domestic abuse training package for over 900 of the Constabulary's first line responders; appointment of Gareth Wilson as Chief Constable and agreement to join the 7 forces Strategic Collaboration.**

A reduction in the number of police station front counters.

Enhanced online presence to ensure that 24/7 online communication is available to all.

An enhanced process for investigations, enabling incidents to be dealt with by the best resource, improving the service to victims.

An increase in the number of officers in investigative roles to protect vulnerable people and deal with the most serious crimes.

A refined role for emergency response teams to deal with the most urgent calls based on threat, harm, risk and vulnerability.

### Key benefits:

An operating platform that is fit for purpose and affordable, delivering value for money and reflecting changing demand.

A flexible workforce with the right skills to deliver excellent service.

Excellent local policing delivered in partnership.

Improved victim satisfaction and confidence.

Modernising working practices through better use of technology.

## LOOKING FORWARD

While I want to ensure Suffolk is one of the safest places in which to live, work, travel and invest, looking forward I must ensure that our Constabulary can continue to protect our communities and respond to the threats which present the greatest risk of harm.

The threats associated with issues such as serious and organised crime, terrorism, extremism, childhood sexual abuse, cyber-crime (for example online fraud, cyber bullying and 'sexting'), human trafficking and domestic abuse are not immediately visible. But this so called 'hidden harm' presents a considerable risk of harm to us all. Perpetrators use increasingly sophisticated methods to go undetected.

It is my responsibility to ensure that the Constabulary has the necessary capacity and capability to tackle such crimes and with this in mind earlier this year, I took the difficult decision to raise the policing element of council taxes by 1.985% for 2016/17 and then in order to fund additional resources to tackle hidden harm. In particular we have created a new hi-tech Cyber Crime Unit and funded an additional twelve staff to investigate child sexual exploitation, adult and child sexual abuse, honour based violence, domestic abuse and sexual exploitation.

## WHAT NEXT?

In the next financial year I will:

- publish my new Police and Crime Plan for 2017/21.
- encourage more reporting of crime and anti-social behaviour.
- monitor the progress of the extensive budgeting exercise which is looking at all Constabulary spend.
- do all I can to encourage more police volunteers and Specials.
- work to improve the reintegration of offenders.
- encourage more joint working across a range of initiatives.
- investigate blue light amalgamation opportunities.
- monitor the Suffolk Local Policing Review progress.

## 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 of chief officers as at 31 March 2016 are as follows:

Rank		£
Chief Constable	Salary <sup>1</sup>	79,428.01
Douglas Paxton	Employer's Pension Contribution	19,221.58
April- Dec 2015	Housing/rent allowance	3,885.14
	Repayment of removal and relocation expenses	-4,406.00
	Repayment of professional subscriptions	- £720.00
	Excess annual leave	16,665.60
	Reactive insurance	3,243.63
Chief Constable	Salary <sup>1</sup>	120,650.80
Gareth Wilson*	Employer's Pension Contribution	29,197.48
	Housing/rent allowance	5,022.72
	Mileage allowance	7,241.0
	Reactive insurance	3,243.63
Deputy Chief	Salary <sup>2</sup>	104,554.60
Constable	Employer's Pension Contribution	25,302.21
Steve Jupp from 27-4-15	Housing/rent allowance	4,659.97
	Fixed mileage allowance	6,717.57
	Reactive insurance	1,486.66
T/Assistant Chief	Salary <sup>2</sup>	39,384.00
Constable	Employer's Pension Contribution	11,572.44
David Skevington to 30-9-15	Honorarium (non-pensionable to cover acting-up)	8,436.00
	Housing/rent allowance	2,164.98
	Fixed mileage allowance	3,620.52
	Reactive insurance	3,244.00
Assistant Chief	Salary <sup>2</sup>	54,738.30
Constable	Employer's Pension Contribution	9,530.93
Rachel Kearton from 7-9-15	Housing/rent allowance	2,453.64
	Fixed mileage allowance	4,103.26

<sup>1</sup>The salary for the position of Chief Constable is prescribed by the Secretary of State. In Suffolk the spot point was £135,774 until 1 Sept 2015 when it increased to £137,133. The PCC has local discretion to vary this on appointment by + or - 10%.

<sup>2</sup>Salaries for Deputy Chief Constables and Assistant Chief Constables are prescribed by the Secretary of State.

\*Temporary Chief Constable from April- December 2015. Permanent Chief Constable Jan-March 2016.

There is also a collaborated Assistant Chief Constable for Protective Services shared with Norfolk Constabulary. This officer is employed by Norfolk Constabulary.



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