

## **Supporting Vulnerable Victims**

**Frequency:** 6 monthly APP, March and September

**Chief Officer Lead:** T/ACC Wells

**Purpose:** To enable the PCC to effectively monitor the force's approach to supporting vulnerable victims alongside its compliance with the Victims' Code, to enable the PCC to hold the Chief Constable to account for the delivery of the Police and Crime Plan 2025-29 and support wider public reassurance. Specific elements in the Police and Crime Plan are as follows:

### **Theme One: An Efficient and Effective Police Force for Suffolk**

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

- 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.

**Objective Three:** Working in partnership.

- Ensure the Constabulary meets its partnership obligations
- 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) workstreams.

**Minimum Requirements** - The report will include:

- A focus on how the force supports and safeguards victims through investigation. This includes how the force works to understand victim needs, refers to support services appropriately, and why victims do not wish to support investigations. In particular, victims of Hate Crime, Domestic Abuse, Modern Slavery and Sexual Offences (including stalking and harassment).
- The force's approach to identifying, supporting and reducing repeat victimisation, those that are persistently targeted, and/or particularly vulnerable.
- Relevant and up-to-date data on crime rates, solved rates and operational approaches covering Hate Crime (broken down by protected characteristic), Domestic Abuse, Modern Slavery (and Human Trafficking), Rape and Serious Sexual Offences and stalking and harassment. This should include short/long-term performance trends, geographic differences, demographic differences, and any operational narrative as to the current challenges.
- Reference to the 12 Rights in the Victims' Code, explanation of the Police's role in supporting rights. This should include data on performance/compliance for all rights relevant for Policing including Right 12, and any narrative of current challenges.
- Any emerging demand, risks and financial consequences (in relation to this area of work).
- Any HMICFRS requirements (in relation to supporting victims specifically) and actions resulting from PEEL inspections, including the recent accelerated cause of concern.

**Structure:** As long as the reports provide the minimum requirements stated above, the report can be structured according to Suffolk Constabulary's preference. However, the PCC would like consistency in the format of all APP reports, and to see the following sections included:

- Chief Officer Summary.
- Financial Implications and Risks.

**Other Considerations:** We invite the force to provide additional professional judgement as to what other issues need to be drawn out, this could include:

- A comparison with our MSF's on data around Clare's Law.
- Any wider data from performance packs that could provide additional information related to victims.
- Any relevant updates from the Hate Board, Supporting Victims Sub-group, or any other relevant scrutiny arrangements and partnership working – including any learning or improvements.

- Any relevant update on the effectiveness of the DA Team changes, or any other notable improvements the force is making.
- An outline of any pertinent pressures on the police as a result of how the CJS is working.
- An assessment on the Home Office's intention to make it easier for police to apply for stalking protection orders (appreciating there is now a new government, but any comments on the force's assessment of capability).
- The force's plans and current practice relating to the Policing requirements set out in the 'Freedom from violence and abuse: a cross-government strategy to build a safer society for women and girls'.

# Managing Offenders and Reducing Reoffending

**Frequency:** 6 monthly APP, March and September

**Chief Officer Lead:** T/ACC Wells

**Purpose:** This report aims to enable the PCC to monitor the Constabulary's management of offenders and approach to reducing reoffending. This specifically pertains to the following commitments within the Police and Crime Plan 2025-29 and supports wider public reassurance:

## **Theme One: An Efficient and Effective Police Force**

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

- Ensure that engagement and crime prevention activity reach the different populations which make up the Suffolk community.

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

- Appropriate use of Out of Court Resolutions, Conditional Cautions and the Integrated Offender Management Scheme, to reduce reoffending and manage offenders.

**Objective Three:** Working in partnership.

- Ensure the Constabulary meets its partnership obligations.
- Work effectively with Probation on the governance of the Integrated Offender Management Scheme and through multi agency public protection arrangements.
- 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.

## **Theme Three: Effective engagement with communities, and working with partner agencies, to enhance safety and criminal justice**

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

- Understand the impacts of government policy on managing offenders.

**Minimum Requirements** - The report will include:

- Data on numbers of offenders supported, types of support, and any operational considerations of specific cohorts or geographies in Suffolk.
- Relevant updates and data driven through the Integrated Offender Management Strategy.
- The force's approach, and any updates to the approach, to Out of Court Resolutions, and relevant partnership working with Probation, through Custody, and use of external provision for offender programmes.
- The force's approach on tackling perpetrator behaviours through relevant programmes. This should include any learning, next steps, and relevant victim support.
- Management of Registered Sex Offenders and other challenging offender cohorts, as well as the impacts or future issues arising in management.
- How the force processes offenders and any policy changes to do with issues like use of bail and RUI and the use of other orders to show how the force protects victims and the wider community in its dealing with offenders.
- Any emerging demand, risks and financial consequences (in relation to this area of work).
- Any HMICFRS requirements (in relation to offender management and reducing re-offending specifically).

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- Financial Implications and Risks.

**Other Considerations:** We invite the force to provide additional professional judgement as to what other issues need to be drawn out, this could include:

- Relevant updates from the Offender Management Review relating to the approach to manage offenders and reduce reoffending.
- Updates from the OOCSD Scrutiny Panel, and any learning/improvements.
- Any work the force is doing with external partners in reducing and preventing reoffending.
- Any future impact on managing offenders due to national funding changes on the delivery of Drugs Test on Arrest.

# Responding to Fraud

**Frequency:** 6 monthly APP, March and September

**Chief Officer Lead:** T/ACC Wells

**Purpose:** This report aims to enable the PCC to monitor the Constabulary's approach to fraud investigation, and the commitment through the Police and Crime Plan 2025-29 to strengthen the approach to economic crime, fraud investigation and victim support. Specific elements in the Police and Crime Plan are as follows:

## **Theme One: An Efficient and Effective Police Force for Suffolk**

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

- Keep people informed and updated when they report a crime
- Deliver quality investigations by skilled professionals
- 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

**Objective Three:** Working in partnership.

- Ensure the Constabulary meets its partnership obligations.

**Minimum Requirements** - The report will include:

- Up-to-date and relevant data on recorded fraud rates, solved rates, nature of fraud, as well as a breakdown of cases in service or referred through National Fraud Intelligence Bureau (NFIB). Data should be assessed for performance against short/long term trends, and any operational concerns outlined.
- The force's approach to fraud investigation, including how it links into national mechanisms and effectively supports investigation and detection.
- How the force is ensuring appropriate investigations and updates, as well as how the force ensures victims are appropriately supported or referred to victim services. This should include how the force's needs assessment processes support understanding of vulnerability.
- Any emerging demand, risks and financial consequences (in relation to this area of work).
- Any HMICFRS requirements (in relation tackling fraud specifically) and actions resulting from PEEL inspections.

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- Financial Implications and Risks.

**Other Considerations:** We invite the force to provide additional professional judgement as to what other issues need to be drawn out, this could include:

- How the Fraud Strategy and SPR impacts the force, outlining what requirements are currently being met and any challenges.
- Any comments on the National Strategy for Fraud and Cyber Crime and any assessment of how this impacts Suffolk's ability to tackle Fraud and help provide appropriate support to victims.
- An outline of the organisational structure and responsibilities for fraud investigations – including updates on the Fraud Protect and Prevent Officers.

# Workforce Efficiency and Structure

**Frequency:** Annually

**Chief Officer Lead:** T/DCC Scott

**Purpose:** This report aims to enable the PCC to monitor and ensure effective scrutiny of decision-making regarding the workforce, and People-related strategies to improve productivity. This particularly pertains to the following commitments in the Police and Crime Plan 2025-29:

**Theme One, Objective Four: Ensure the Constabulary's people are developed and supported, and its assets and resources are used to enable an effective and efficient police service.**

- Have a proactive approach to attraction, recruitment and retention of its workforce
- Ensure the right workforce mix of police officer, staff 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
- Comply with the equality duty
- Encourage diversity into the organisation
- Utilising technology to support value for money, innovation, and environmentally sustainable solutions.
- Continue to consider where strategic collaboration with other agencies benefits policing in Suffolk

This yearly report builds on the previous Collaboration APP report, providing the PCC with a greater understanding on the wider programmes delivered by the force to drive efficiency, productivity, cost savings, value for money, and wider outcomes around innovation.

To avoid duplication with any other APP paper (such as the twice yearly 'Workforce' report), this report should focus on key areas to promote efficiency and/or productivity. Additionally, it should illustrate how decision-making and workforce plans have, and



will, impact on value for money, continuous improvement, innovation and operational effectiveness.

**Minimum Requirements** - The report will include:

- How People related strategies are delivering, or are planned to deliver, improved productivity, including:
  - Workforce programmes and restructuring decisions.
  - Efficiency gains through workforce planning and restructure.
  - Alignment of workforce structure to organisational goals.
  - Update on the development of the Strategic Workforce Plan and Retention Strategy, including the impact for Special Constables.
  - Anticipated and realised benefits (efficiency, productivity, effectiveness) - breaking this down by department.
- The force's approach to attracting, recruiting, and retaining its workforce, as well as supporting officer and staff development and well-being. This will include:
  - Workforce numbers and breakdown (including FTE and headcount figures)
  - Workforce diversity data to show under-represented groups (and the work being undertaken to improve the position and promote an inclusive workforce culture)
  - The approach to managing/supporting restricted, recuperative duties, sickness management and well-being, including a breakdown and number of officers on limited duties (current number and comparative figures).
  - How the Constabulary is providing employment opportunities for young people
  - Use of volunteers – strategic approach to why and where volunteers are being used, including cadets
- Emerging themes/demands, risks and/or financial consequences
- Any HMICFRS requirements, in relation to this area of work

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- Chief Officer Summary
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**Other Considerations:** We invite the force to provide additional professional judgement as to what other issues need to be drawn out, this could include:

- Key learning, areas for improvement, and/or additional investments
- Any notable changes or new requirements in respect of national policy and legislation
- How effectively the force is managing staff, including appropriate PDRs
- Results from the People Opinion Survey(s) and how this affects the force's retention strategy