

**ORIGINATOR: DEPUTY CHIEF EXECUTIVE**

**DECISION NO.** 2 - 2017

**REASON FOR SUBMISSION: FOR DECISION**

**SUBMITTED TO: POLICE AND CRIME COMMISSIONER**

**SUBJECT: POLICE AND CRIME PLAN 2017-2021**

**SUMMARY:**

The Police Reform and Social Responsibility Act 2011 requires that a Police and Crime Commissioner (PCC) for a police area must issue a Police and Crime Plan within the financial year in which each ordinary election is held.

This report presents the Police and Crime Plan 2017-2021.

**RECOMMENDATION:**

It is recommended that the PCC approves the Police and Crime Plan 2017-2021 (as attached to this report).

**APPROVAL BY: PCC**

The recommendation is agreed.

**Signature**

*Tina Parnmore*

**Date**

*6<sup>th</sup> January  
2017*

## DETAIL OF THE SUBMISSION

### 1. KEY ISSUES FOR CONSIDERATION

- 1.1 Section 5(1) of the Police Reform and Social Responsibility Act 2011 provides that a police and crime commissioner for a police area must issue a Police and Crime Plan within the financial year in which each ordinary election is held.
- 1.2 A draft Police and Crime Plan was prepared and, as required by the Section 5 of the Act draft plan was sent to the Police and Crime Panel.

The Panel's recommendations relating to the draft Plan were as follows:

*"The Panel **recommended** to the PCC that there should be something specific in the plan, and the performance monitoring framework, that holds the Chief Constable to account for the communication 'listening' process, and for responding to victims of crime. There needs to be a clear Action Point in the Plan that requires the Constabulary to be 'listening' not only to their own data but also to communities, and to address any discrepancies.*

*With regard to the draft performance monitoring framework in the PCC's Plan, the Panel also **recommended** to the PCC that further attention be given, with clear action points to ensure accountability and the means to measure outcomes, in relation to:*

- *Clarity regarding specific numbers, eg. staffing levels*
- *Cybercrime performance*
- *Information fed in from businesses*
- *Prevention*
- *Armed response capability*
- *Recruitment and part-time workers*
- *Improving data-sharing across sectors*
- *Influencing the Suffolk Public Sector Leaders Group and pooling money/resources across organisations, eg. for joint action on domestic abuse".*

- 1.3 It is considered that the Panel's recommendations will be addressed by a supporting Action Plan which sets out the actions required to deliver the Police and Crime Plan. The Action Plan is included at Appendix A to the Plan. The Action Plan will also be complemented by a detailed Strategic Delivery Plan which will specify the activities, timescales, milestones and responsible owners.
- 1.4 The Police Reform and Social Responsibility Act 2011 also requires that the views of the people and ratepayers' representatives are obtained, and that the Chief Constable is consulted. The Chief Constable has been fully involved during the development of the Plan and consultation with partners, the public and ratepayers' representatives has taken place. All responses were considered and correspondents will receive responses to their observations.
- 1.5 Having satisfied the requirements as set out in the Act, the Plan is now presented (as attached) for approval. It should be noted that following approval of the Plan work will be undertaken to format the plan into a document tailored for the public arena.

## 2 FINANCIAL IMPLICATIONS

- 2.1 There are no direct financial implications arising from the consideration of this paper. There may however be financial implications associated with the operational delivery of individual objectives and initiatives, and these will need to be assessed by the relevant officer lead when planning implementation.

## 3. OTHER IMPLICATIONS AND RISKS

- 3.1 There may be implications arising from the operational implementation of the Plan and these will need to be assessed as appropriate.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	Yes
Has the Chief Finance Officer been consulted?	Yes
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes.

## APPROVAL TO SUBMIT TO THE DECISION-MAKER

### Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signature:



Date 6 Jan 2017





## **POLICE AND CRIME PLAN FOR SUFFOLK 2017-2021**

### ***"Making Suffolk a safer place in which to live, work, travel and invest"***

As your Police and Crime Commissioner for Suffolk I am responsible for setting the police and crime objectives for policing. I do this through my Police and Crime Plan, and this, my second Police and Crime Plan, sets out my objectives for the next four years. The plan affords the opportunity to build upon the work started during my first term of office and in particular increase the emphasis on protecting the most vulnerable in our communities and placing victims at the heart of all our services.

To achieve my objectives I must ensure that our Chief Constable has the appropriate resources so that the Constabulary can respond to demand and can ensure that resources are prioritised where they are most needed.

Suffolk has one of the smallest budgets of all police forces and one of the smallest workforces. Despite this our communities are served by committed and experienced police officers and police staff. I am passionate about Suffolk and I believe we all have a part to play in making Suffolk a safe, vibrant and thriving community. To achieve this we must provide policing that is fair, accessible, respects the human rights of all and has a diverse workforce able to meet the needs of all our communities.

My Police and Crime Plan is clear about my continued desire to work with local communities and partners. I remain convinced that with the collective power of all our public sector partners, the business community, voluntary, charitable and social enterprises, such as Neighbourhood Watch, Community Speedwatch and victim services providers, it is possible to deliver more effective, coordinated solutions which are fundamental to making Suffolk a safer place in which to live, work, travel and invest.

A handwritten signature in black ink, which appears to read 'Tim Parnmore'. The signature is written in a cursive, flowing style.

January 2017

## **My Police and Crime Objectives for the four years 2017-2021**

### **Objective 1: Making Suffolk Safer – Responding to calls for urgent assistance.**

To protect our most vulnerable people it is vital that the police respond promptly to calls for urgent assistance. Suffolk Constabulary will continue to aim to answer a minimum of 90% of '999' calls within 10 seconds, and respond to a minimum of 90% of emergency incidents within 15 minutes (urban) and 20 minutes (rural).

### **Objective 2: Making Suffolk Safer – Caring about victims, communities, the local economy and our workforce.**

It is essential that our communities have the trust and confidence to report crimes to the police and that victims of crime can access the support they need to cope and recover from the impact of a crime. As a champion for victims of crime I need to understand how effective services are and be satisfied that services are responsive, easily accessible, and keep people well informed. During my second term of office, I will increase the focus on our services for victims so that victims are at the heart of service delivery.

I also have powers to commission services for victims of crime. So, I will work tirelessly to ensure that policing and victims' services work efficiently and effectively together to support victims of crime at their time of need.

Victims do not experience policing in isolation; their experience of the police is but one aspect of their experience of a much wider and complex system involving multiple services and various points of entry. For example, victims of domestic abuse may have to deal with police, victims' services, adult and social care, children and young peoples' services or the wider criminal justice system such as magistrates' courts. A victim's confidence and satisfaction is therefore likely to be influenced by their experience of any aspect of the much wider system. I believe that the traditional way of monitoring in silos, and in isolation from other important facets of the wider system, leads to a rather simplistic judgement of the effectiveness of services or whether a victim is receiving an effective service which meets their needs. With this in mind I believe we must try to understand the victim's perspective, as shaped by the system. This will enable me to be a stronger voice for victims and communities. My performance monitoring will therefore seek to understand the effect that the whole system and individual aspects of the system have on victims' confidence and satisfaction.

The way in which policing is conducted can have a significant impact on our local economy and Suffolk Constabulary must continue to have regard for this in their day-to-day policing activities. I remain a strong advocate for victims of business crime. Businesses such as farming, agricultural, retail, industrial, services, energy and tourism are vital to a vibrant local economy. Although crimes against businesses are often perceived as 'victimless', such crime has wider ramifications, and can affect profitability, employers, employees, customers and the wider community. Levels of business crime can also deter investment in the county and its infrastructure.

Another important influence on trust and confidence of communities is having a workforce that is motivated and able to engage effectively with our communities. Despite having one of the smallest workforces of all forces, our officers and staff are highly motivated and experienced. Maintaining morale and making officers and staff feel valued will be a significant leadership challenge as we continue to meet the demands placed upon us. As we navigate these challenging times together with the Chief Constable I will ensure that our workforce has a voice by meeting regularly with officers and staff (informally, formally or via specially arranged events). We will make decisions in an open and transparent manner, and we will endeavour to provide the workforce with essential equipment, training and development.

A more diverse workforce will be important to engaging more effectively with our communities and, as described in Objective 4, I am committed to increasing diversity in the workforce via our recruitment and promotion processes.

### **Objective 3: Making Suffolk Safer – Protecting vulnerable people and communities by preventing, reducing and solving crime and reducing anti-social behaviour.**

The policing landscape is becoming increasingly complex and demanding. We will strive to protect our vulnerable people and communities by continuing to prevent, reduce and solve crime and reduce anti-social behaviour.

Suffolk is one of the safest places in England and Wales in which to live, work, travel and invest. Over 83%<sup>i</sup> of victims of crime are satisfied with the service provided by Suffolk Constabulary and over 81% of the public have confidence in the Constabulary<sup>ii</sup>.

Perpetrators use increasingly sophisticated methods to go undetected and many crimes are now committed out of sight. For example, serious and organised crime, extremism, childhood sexual abuse, cyber-crime, human trafficking, female genital mutilation and

<sup>i</sup> As at June 2016. See Paper number AP16/33 presented to Accountability and Performance Panel [http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16\\_33-20160805-APP-Presentation-June-2016-V4.pdf](http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16_33-20160805-APP-Presentation-June-2016-V4.pdf)

<sup>ii</sup> As at March 2016. See Paper number AP16/33 presented to Accountability and Performance Panel [http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16\\_33-20160805-APP-Presentation-June-2016-V4.pdf](http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16_33-20160805-APP-Presentation-June-2016-V4.pdf)

domestic abuse are not immediately visible, but this so-called 'hidden harm' presents considerable risk to us all. The police must continue to protect us by responding to those threats which present the greatest risk of harm.

Suffolk Constabulary has a highly specialised and multi-disciplined workforce in place to protect our communities, which is complemented by partners such as the National Crime Agency, the Eastern Region Special Operations Unit, and the Counter Intelligence and Terrorism Unit. Over the last two years I have provided considerable additional funds to the Constabulary to tackle these threats and tackling hidden harm remains a high priority.

Given that hidden harm is committed out of sight, awareness of the threats associated with hidden harm is low. We must continue to raise awareness of these threats and help our communities to understand how they can help to protect themselves.

While anti-social behaviour is often considered to be less serious it can blight lives, particularly if a victim is vulnerable or is persistently targeted. This is recognised by the Code of Practice for Victims of Crime<sup>iii</sup> which sets out the standards of service that the police and other bodies are required to provide to victims of crime including 'vulnerable' and 'persistently targeted' victims.

#### **Objective 4: Making Suffolk Safer -- Delivering efficient and effective services with the right resources.**

##### **Resources**

To achieve my vision the Constabulary must have the right capability and capacity in place. Against the backdrop of increased challenges and budget constraints, I am committed to ensuring the Constabulary has the necessary resources, such as people and equipment to meet demand. This will be supported by a relentless focus on value for money and efficiency, and eradicating any waste.

My Medium Term Financial Plan<sup>iv</sup> sets out my plans for four years and outlines the resources made available to the Chief Constable along with my other financial plans such as the commissioning of victims' services. Our financial position relies upon various factors including the council tax precept, the annual announcement of the grant settlement by the Home Office and the Ministry of Justice's annual announcement regarding our Victims' Services funds. While I favour longer term financial planning cycles, the uncertainty and constantly changing fiscal environment means that it is difficult to plan with any degree of financial certainty beyond the next twelve months. This necessitates that the Medium Term

<sup>iii</sup> Published by the Ministry of Justice.

<sup>iv</sup> The MTFP for 2016-17 to 2019-2020 is available at [www.suffolk-pcc.gov.uk/decision/2-2016-medium-term-financial-plan-2016-17-to-2019-2020](http://www.suffolk-pcc.gov.uk/decision/2-2016-medium-term-financial-plan-2016-17-to-2019-2020). Subsequent MTFPs will also be available at [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk)



Financial Plan is reviewed annually. Given the demands on policing the financial plan is currently based upon an assumption of a 2% increase in the council tax precept in each of the next three years.

## Workforce and Diversity

If the Constabulary is to tackle the threats posed by 'hidden harm' the workforce must be able to engage effectively with our diverse communities to build trust and confidence. In recent years financial constraints limited the Constabulary's ability to recruit and to help re-shape the workforce into one that is much more diverse and reflective of the communities it serves. My provisional commitment to increase the council tax precept over the next three years will enable more recruitment of police officers and police staff which will create the opportunity to increase diversity in the workforce. The current diversity profile (Table 1) shows there is much to do to achieve my vision and we will work with community representatives to address this.

Table 1

Diversity profile						
% of workforce <sup>v</sup>	Black and minority ethnic community	2.11%	Female	42.14%	LGBTQ+	2.62%
	Part-time	19.36%	Disabled	4.75%		

Suffolk Constabulary's workforce comprises 1097.5 funded police officer posts, 107 funded PCSO posts and 923 funded members of police staff<sup>vi</sup> and is reinforced by specialist officers and staff in organisations such as the National Crime Agency, the Eastern Region Special Operations Unit and the Counter Intelligence and Terrorism Unit.

While 'visible' police officers and staff are important to maintaining the trust and confidence of the public, by necessity, the resources devoted to tackling 'hidden harm' such as the cyber-crime unit are not always uniformed police officers. Police officers and specialist police staff must work covertly to identify perpetrators of hidden harm and bring them to justice. If we are to tackle hidden harm, judgements about officer numbers, efficiency and effectiveness need to move beyond the outmoded narrative of police officers numbers and 'visible police officers on the streets' to a more sophisticated one recognising the more complex policing landscape. There also needs to be a recognition that keeping our communities safe cannot now be achieved solely by visible police officers but requires a multi-skilled, multi-agency workforce comprising police officers and specialist staff working covertly and overtly together across regional, national and global boundaries. This more complex workforce model needs to better articulate the capacity and capability of our

<sup>v</sup> [http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16\\_33-20160805-APP-Presentation-June-2016-V4.pdf](http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16_33-20160805-APP-Presentation-June-2016-V4.pdf)

<sup>vi</sup> Workforce data will be published annually in the Medium Term Financial Plan.

workforce and work will be undertaken to improve the way our workforce profile is presented.

### **Commissioning of crime and disorder reduction and victims' services**

Part of my role as PCC is to commission crime and disorder reduction and victims' services.

The total commissioning budget for 2016/17 is £1.638m<sup>vii</sup> which includes £700k set aside for commissioning crime and disorder reduction services and £873k received from the Ministry of Justice for the purposes of commissioning victims' services. The Victims' Services Grant is confirmed annually by the Ministry of Justice and consequently it is not possible to plan for commissioning of victims' services over a longer term.

Commissioning of crime and disorder reduction services and victims' services is undertaken in accordance with the principles outlined in the document 'Approach to Commissioning Services' (available on my website), the conditions of award for all commissioned services appear on my website. I have also entered into longer term commissioning for the following services:

Victims' Assessment and Referral Service (Victim Support).

2016/17	- £292,367
2017/18	- £292,367

County Independent Domestic Violence Advisor Service for high risk victims of domestic abuse (Lighthouse Women's Aid).

2016/17	- £534,075
April 2017 - October 2017	- £333,624

### **Police and Crime Plan 2017-2021 - Action Plan**

For my vision for policing to become a reality the above objectives have been translated into an Action Plan which will drive day-to-day activities (attached at Appendix A). Annex 1 sets out the arrangements that will apply for assessing performance (referred to in the Action Plan as the 'Performance Monitoring Arrangements'). Work is underway on a detailed Delivery Plan which will outline specific actions, timescales and milestones. The Delivery Plan will be published shortly.

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<sup>vii</sup> This total includes a contribution from the PCC's budget towards victims' services.



## **POLICE AND CRIME PLAN 2017-2021 SUMMARY OF OBJECTIVES**

### ***Objective 1: Responding to calls for urgent assistance.***

#### ***We will:***

- Answer a minimum of 90% of all '999' emergency calls within 10 seconds
- Respond to a minimum of 90% of emergency incidents within 15 minutes (urban locations) and 20 minutes (rural locations) and that response rates are consistently maintained across the county.

### ***Objective 2: Caring about victims, communities, the local economy and our people.***

#### ***We will:***

- Ensure that victims receive the services they are entitled to under the Code of Practice for Victims of Crime.
- Work to help keep young people safe, deter them from committing crime and inspire them to achieve.
- Be advocates for victims of business crime and ensure that the Constabulary has the capacity and capability to tackle business crime.
- Ensure that our people feel valued and are properly resourced.
- Enhance our engagement by introducing revised public access arrangements and by being more representative of our diverse communities.

### ***Objective 3: Protecting the most vulnerable people and communities by preventing, reducing and solving crime and anti-social behaviour.***

#### ***We will:***

- Raise awareness of hidden harm so that victims have the confidence to report crimes.
- Ensure that the most vulnerable victims receive high quality support in accordance with the Code of Practice for Victims of Crime.
- Monitor the satisfaction of vulnerable victims and address any areas of concern.
- Work with partners to ensure we deliver efficient and effective services.
- Continue with activities to tackle drugs and substance misuse.
- Make our roads safer through initiatives such as tackling the 'fatal four' (speeding, mobile phones, drinking and seat belts).
- Work with partners to reduce re-offending and transform rehabilitation.
- Be accessible to communities regarding rural policing issues and work with partners to address any issues of concern.



**POLICE AND CRIME PLAN 2017-2021  
SUMMARY OF OBJECTIVES**

**Objective 4 – Making Suffolk Safer - An ethical, efficient and effective service with the right resources**

We will:

- Ensure the force has the capacity and capability to respond to national safety threats.
- Ensure our service is ethical, efficient and effective with the right resources, capacity, capability and diversity mix.
- Develop a better understanding of the nature of demands on services.
- Continue to work with partners to transform efficiency and effectiveness through collaborated/integrated/shared services and estates.
- Be a learning organisation and act upon feedback such as complaints.
- Ensure that Outcome Based Budgeting is embedded throughout the organisation and ensure funds are allocated appropriately.
- Continue to focus on achieving excellent value for money and maximise the opportunities afforded by innovation and transformation grants.
- Continue to lobby nationally for a fairer share of police funding.

# APPENDIX A

ACTION PLAN		
<b>Objective 1: Responding to calls for urgent assistance</b>		
1. <b>Emergency (999) calls</b>	Suffolk Constabulary will answer a minimum of 90% of all '999' emergency calls within 10 seconds.	Scrutinised via performance management framework
2. <b>Responding to '999' incidents</b>	<p>Suffolk Constabulary will respond to a minimum of 90% of emergency incidents within 15 minutes (urban locations) and 20 minutes (rural locations).</p> <p>I will work with the Chief Constable to ensure response rates are consistently maintained across the county.</p>	<p>Scrutinised via performance management framework</p> <p>Scrutinised via performance management framework</p>
<b>Objective 2: Caring about victims, communities, the local economy and our people.</b>		
3. <b>Caring about our victims:</b>	<p>I will ensure Suffolk Constabulary complies with the Code of Practice for Victims of Crime.</p> <p>Suffolk Constabulary will work with partners to ensure that data sharing and information systems such as Athena effectively protect vulnerable people.</p> <p>I will work with the Chief Constable to ensure Restorative Justice approaches are promoted and used in the Constabulary.</p>	<p>Scrutinised via performance management framework</p> <p>Scrutinised via performance management framework</p> <p>Scrutinised via performance management framework</p>

	I will continue to commission services which support victims to cope and recover.	All decisions regarding commissioning will be published on my website
4.	<b>Caring about our young people</b>	Details of all Crime and Disorder Reduction Grants awarded can be found on my website
	I will support crime and disorder reduction initiatives to provide early intervention and prevention to reduce crime and ASB committed by young people.	Details of all Crime and Disorder Reduction Grants awarded can be found on my website
	I will work with the Chief Constable to maximise the use of the Apprenticeship Levy, through the effective recruitment of joint apprentices.	Recruitment of 'joint' apprentices for the Constabulary and the Office of the PCC by April 2017
	I will monitor the effectiveness of the Constabulary's new schools' PCSOs.	Scrutinised via performance management framework
	I will continue with my programme of engagement with schools and children and young peoples' groups.	Ongoing via engagement activities
5.	<b>Caring about our local economy</b>	Ongoing via business engagement activities
	Suffolk Constabulary will introduce a single point of contact to liaise with businesses and advise on food crime.	By June 2017
	I will be advocate for the local economy.	Ongoing via business engagement activities
	I will work with Suffolk Constabulary and business representatives to develop suitable mechanisms for scrutinising business crime during my second term of office.	By June 2017

	I will ensure that the Constabulary has the capacity and capability to tackle business crime.	Ongoing via business engagement activities and financial planning
	I will work with the business liaison group to obtain feedback from the wider business community.	Ongoing via business engagement activities
6.	I will continue to be visible and accessible to our workforce and will ensure that our workforce is properly resourced and have the right equipment, skills and training necessary to perform their roles.	Programme of workforce contact (telephone, email, webchats and informal/formal meetings)
	Suffolk Constabulary will conduct a survey of all officers, staff, special constables and volunteers and develop an Action Plan to address any issues of concern and improve morale.	Survey outcomes and action plan reported to Accountability and Performance Panel by April 2017
	I will work with the Chief Constable to ensure we recognise the valuable contribution of our volunteers (e.g. neighbourhood watch, community speedwatch and victims' services) and we are able to optimise the support they can give.	'Citizens in Policing Strategy' to be published by September 2017
7.	Suffolk Constabulary will enhance public access arrangements and non-urgent '101' call answering via Phase 2 website project (e.g. online reporting, web chats).	To implement Phase 2 of the website project by September 2017
	Suffolk Constabulary will:	
	<ul style="list-style-type: none"> <li>• evaluate the impact of the new automated telephony system to improve call answering.</li> <li>• evaluate the Contact and Control Room (CCR) shift system to ensure the CCR is appropriately resourced to meet demand.</li> <li>• evaluate the introduction of the new Constabulary website and impact on CCR.</li> <li>• undertake an annual review of resources and shift arrangements in the CCR to ensure that it is appropriately resourced to meet demand.</li> <li>• ensure the benefits that Athena system and STORM can deliver are optimised in order to reduce demand on the CCR.</li> </ul>	<p>Initial evaluation October 2017 and full year evaluation March 2018</p> <p>Review completed by April 2017</p> <p>Scrutinised via performance management framework.</p>

	<ul style="list-style-type: none"> <li>ensure that the use of technology (such as the Storm command and control system) is optimised to ensure accurate recording and response.</li> </ul>	
	I will be available to attend district/borough meetings on an annual basis to provide an annual PCC update.	<i>Attend annual meetings of district/borough meetings, as required</i>
	Suffolk Constabulary will introduce further initiatives to improve workforce diversity so that the organisation is more representative of our communities.	<i>Scrutinised via performance management framework</i>
	I will work with the Chief Constable to review the current arrangements for engaging with our diverse communities	<i>Develop Engagement Strategy by December 2017</i>
	Suffolk Constabulary will introduce a 'key people strategy' to minimise the impact on disruption and productivity losses associated with movements of officers in key partnership roles (e.g. locality inspectors, business liaison, etc.).	<i>Scrutinised via performance management framework</i>
	Suffolk Constabulary will explore the benefits associated with introducing special constables dedicated to specific specialist areas e.g. their own locality (SNT or Parish based) or specialist projects such as cyber-crime.	<i>Scrutinised via performance management framework</i>
	Suffolk Constabulary will review the visibility of uniformed staff to deliver appropriate levels of visibility in our communities.	<i>Visibility Plan produced by April 2017</i>
	I will review the communications and public engagement arrangements for the Office of the PCC to ensure that we communicate with communities effectively (e.g. web chat, social media, podcasts, etc.).	<i>Engagement Strategy produced by December 2017</i>



Objective 3: Protecting the most vulnerable people and communities by preventing, reducing and solving crime and anti-social behaviour			
8. Protecting our most vulnerable victims and victims of hidden harm	I will continue to raise awareness of so-called 'hidden harm' <sup>i</sup> so that our most vulnerable victims have the trust and confidence to report crimes.	Via public awareness campaigns, partnership working and through Crime and Disorder Reduction grants	
	I will ensure that the most vulnerable victims <sup>ii</sup> and victims of hidden harm receive appropriate high quality support from the police and our commissioned victims' services in accordance with the Code of Practice for Victims.	Scrutinised via performance management framework	
	I will work with the Chief Constable to better understand the threat posed by hidden harm to Suffolk communities.	Through feedback from the Strategic Assessments and victims' services providers, partners and crime and disorder reduction grants	
	I will continue to work with other commissioners of services to understand the availability of services for victims of crime, identify duplication and gaps in services and commission services together in the most efficient and effective manner.	Membership/representation on key partnerships <sup>iii</sup>	
9. Domestic Abuse:	I will monitor the experience of victims of domestic abuse to ensure they receive appropriate high quality support from the police and our commissioned victims' services in accordance with the Code of Practice for Victims of Crime.	Scrutinised via performance management framework	
	I will monitor the satisfaction of victims of domestic abuse and take their views into account in order to improve the service the police offer.	Scrutinised via performance management framework	

<sup>i</sup> Hidden harm includes child sexual exploitation, human trafficking, female genital mutilation, 'online' harm, honour based violence, and other offences which are committed out of sight, online, etc.

<sup>ii</sup> As defined by the Code of Practice for Victims. This will include those victims are persistently targeted such as victims of ASB and hate crime and vulnerable victims such as missing children.

<sup>iii</sup> Key partnerships could include: Health & Well-Being Board, Local Criminal Justice Board; Safe and Strong Communities Group, County E-safety Group and working with partners represented on the Children and Adult Safeguarding Boards and Community Safety Partnerships, as appropriate.

Appendix A, Action Plan

		<p>I will ensure that Suffolk Constabulary evaluates the training programme 'Domestic Abuse Matters - 25 days of action' designed to help frontline police officers and staff deliver a better service to victims of domestic abuse.</p> <p>I will continue to work with other commissioners of services to understand the services available to victims of domestic abuse, identify duplication and gaps in service, and commission services in the most efficient and effective manner, in order to improve the whole system for victims.</p>	<i>Evaluation completed January 2017</i>
10.	<b>Sexual Abuse</b>	<p>I will monitor the experience of victims of sexual abuse to ensure they receive appropriate high quality support from the police and our commissioned victims' services in accordance with the Code of Practice for Victims of Crime.</p> <p>I will monitor the satisfaction of victims of sexual abuse and take their views into account in order to improve the service the police offer.</p> <p>I will to work in partnership to improve the whole system for victims.</p>	<p><i>Membership/representation on key partnerships.</i></p> <p><i>Scrutinised via performance management framework</i></p> <p><i>Scrutinised via performance management framework</i></p> <p><i>Membership/representation on key partnerships.</i></p> <p><i>Scrutinised via performance management framework</i></p> <p><i>Scrutinised via performance management framework</i></p>
11.	<b>Hate Crime</b>	<p>I will monitor the experience of victims of hate crime to ensure they receive appropriate high quality support from the police and our commissioned victims' services in accordance with the Code of Practice for Victims of Crime</p> <p>I will ensure that victims of hate crime are able to access services from the police and the Victims' Assessment and Referral Service and I will monitor the satisfaction of victims of hate crime and take their views into account in order to improve the service the police offer.</p> <p>I will work with partners to understand the services available to victims of hate crime, identify duplication and gaps in service in order to improve service delivery.</p>	<p><i>Membership/representation on key partnerships</i></p>

12.	<b>Online safety</b>	<p>I will work with Suffolk Constabulary to ensure that appropriate support and advice are available<sup>iv</sup> to those who are concerned about online crime.</p> <p>I will work with partners to understand the services available to victims of online crime, identify duplication and gaps in service in order to improve service delivery.</p> <p>I will work with the Chief Constable and partners to complete a multi-agency Proof of Concept Innovation Project for Online Safety for Vulnerable Young People in partnership with Suffolk County Council.</p>	<p>Scrutinised via performance monitoring framework</p> <p>Membership/representation on key partnerships</p> <p>By April 2017</p>
13.	<b>Drugs and substance misuse</b>	<p>Suffolk Constabulary will continue to undertake initiatives to disrupt organised crime activities and tackle drug trafficking.</p> <p>I will monitor and evaluate the impact of Constabulary drugs/drunk diversionary schemes.</p> <p>I will continue to support activities to reduce substance and drug misuse.</p>	<p>Scrutinised via performance management framework</p> <p>Evaluation by September 2017</p> <p>Through Crime and Disorder Reduction Grants</p>
14.	<b>Roads safety</b>	<p>I will remain committed to making our roads safer, particularly through actions to tackle the 'fatal four' (speeding, mobile phones, drinking and seat belts).</p> <p>I will work with partners to ensure that all possible action is taken to make our roads safe.</p> <p>I will continue to engage with partners and businesses regarding the road and transport issues which impact on Suffolk's businesses and the local economy, and we will support initiatives to address issues of concern.</p> <p>I will continue to support and invest in Automatic Number Plate Recognition Systems (ANPR).</p>	<p>Scrutinised via performance management framework</p> <p>Through Membership of Suffolk Roadsafe Board</p> <p>Via engagement with business representatives and partners</p> <p>Scrutinised via performance management framework</p>

<sup>iv</sup> Services to victims of online fraud are provided by Action Fraud (a national body).

15.	<b>Reducing Reoffending and Transforming Rehabilitation</b>	<p>I will continue to support the Integrated Offender Management Scheme in Suffolk and monitor its effectiveness via re-offending rates.</p> <p>I will work with the Community Rehabilitation Company (CRC) to ensure that offenders scheduled for release from prisons are supported.</p> <p>I will explore the introduction of schemes for supporting offenders on release from prison and supporting ex-offenders in specialist/niche skills thus supporting the local economy.</p>	<p>Membership of Local Criminal Justice Board</p> <p>Engagement with the CRC and Local Criminal Justice Board.</p> <p>Proposals by March 2018</p>
16.	<b>Policing in a rural county</b>	<p>I will continue to be accessible and engage with communities about rural issues and will work with Suffolk Constabulary to better share information about rural policing issues.</p> <p>An additional rural crime provision will be introduced to complement the existing rural crime specialist resource and officers will be trained to improve the knowledge of those crimes which only happen in rural areas<sup>v</sup></p> <p>I will work with partners to tackle anti-social activities such as fly-tipping, litter, etc.</p> <p>To share information, and better co-ordinate activity, with neighbouring rural police forces.</p>	<p>Developed within my engagement Strategy by December 2017</p> <p>By December 2017.</p> <p>Working with local authorities</p> <p>By December 2017</p>
<b>Objective 4: Making Suffolk Safer - An ethical, efficient and effective service with the right resources</b>			
17.	<b>Be an ethical and learning organisation</b>	<p>The Constabulary and the OPCC will be 'learning organisations' and will act upon feedback and complaints to improve services as appropriate.</p> <p>I will hold the Chief Constable to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics.</p>	<p>Scrutiny via performance management framework</p> <p>Reported to the Audit Committee annually</p>

<sup>v</sup> For example hare coursing, poaching, farm and agricultural theft etc.

18.	<b>Deliver an efficient service with a relentless focus on value for money</b>	I will ensure that our new approach to budget prioritisation (Outcome Based Budgeting) is embedded in our financial planning processes and our mainstream activities to ensure funds are allocated to the areas where the funds are most needed.	<i>Reported via the Medium Term Financial Plan to the Police and Crime Panel</i>
		I will continue to focus on ensuring excellent value for money from all our resources, including our collaborative and partnership resources (e.g. ERSOU and CITU) and our commissioned victims' services <sup>vi</sup> .	<i>Scrutiny via Accountability and Performance Panel and Collaboration Panel.</i>
		I will continue to support discussions with partners to develop and implement integrated services and other initiatives that better address demands for service where multiple statutory bodies are involved in service delivery.	<i>Memberships/representation on key partnerships</i>
		I will work with the Chief Constable and relevant local authorities to transfer civil parking enforcement from police to local authorities.	<i>Delivery by March 2020</i>
		I will work with the Chief Constable to continue to seek opportunities to share premises with partners (e.g. forces, public sector partners, etc.) to maximise the use of resources.	<i>Via Estates Strategy</i>
		I will work with the Chief Constable to continue to seek opportunities to collaborate and deliver integrated services with partners (forces, public sector partners, etc.) at a local, regional and national level.	<i>Scrutiny via Accountability and Performance Panel, Collaboration Panel and other governance mechanisms (e.g. 7 forces and blue light collaboration)</i>
19	<b>An effective organisation with the right resources</b>	I will work with the Chief Constable to ensure that workforce numbers, capability, capacity, restricted/adjusted duties and sickness rates are monitored and managed efficiently and effectively in a way which properly recognises all the resources at our disposal and that they are allocated to help keep our communities safe.	<i>Scrutiny via performance management framework</i>

	Suffolk Constabulary will develop profiles to understand calls for services and establish the nature of demands on services (e.g. mental health, etc.).	Scrutiny via performance management framework
	I will ensure that the Constabulary satisfies the requirements of the Strategic Policing Requirement.	Scrutiny via performance management framework
	I will continue to lobby nationally for a fairer share of police funding.	Home Office & Association of Police and Crime Commissioners by April 2017
	I will work with the Chief Constable to continue transforming ICT and digital services to improve efficiency and effectiveness, and we will ensure the benefits that technology such as Athena and Storm can deliver are optimised.	Scrutiny of Constabulary's Digital Strategy through Collaboration Panel
	I will work with the Chief Constable to review our estates and buildings to ensure that they are fit for purpose.	Publication of Estates Strategy by April 2017
	I will work with the Chief Constable to seek to maximise the opportunities afforded by innovation and transformation grant funds.	Through internal processes
	I will work with the Chief Constable to produce a joint PCC/Constabulary protocol regarding the steps that the Constabulary will embark upon before major projects are implemented, and, where deemed appropriate, obtain independent advice and assistance with major projects.	Proposals produced by September 2017



## **POLICE AND CRIME PLAN 2017-2021**

### **PERFORMANCE MANAGEMENT FRAMEWORK**

Progress against the Police and Crime Plan Action Plan will be assessed via:

1. Quantitative measures
2. Qualitative monitoring reports

#### **1) Quantitative Measures**

1. Where possible, quantitative measures such as 'Answering 999 calls', 'Emergency Response' will be reported via 'control' charts. These charts measure how an indicator changes over time, and include upper and lower 'control limits', which are calculated on how the indicator has performed in the past. Whenever performance in an area exceeds the control limit, particularly where it is lower than the limit, this indicates abnormal (or 'exceptional') performance. The performance reports produced by the Chief Constable will focus on those 'abnormal' areas of performance. These reports will be complemented by reports to the Accountability and Performance Panel on other actions (as indicated in the Action Plan).
2. Quantitative indicators will be reported, either quarterly or annually to the meetings of the Accountability and Performance Panel. The frequency is indicated against each measure.
3. Data relating to some of the proposed indicators are not currently captured and arrangements for collecting these will be determined between the Office of the Police and Crime Commissioner and the Chief Constable as soon as practicable and will be subject to factors such as suitability and cost.

#### **2) Qualitative Monitoring Reports**

Regular qualitative reports come to Accountability and Performance Panel and Collaboration Panel on a range of policing functions. These reports provide context and

progress against key actions in this plan. However, listed below are new reports which have been introduced specifically to report progress with the actions listed in Police and Crime Plan.

1. **CCR & Public Access Report (six monthly)**
2. **Victim Code Report (six monthly)**
3. **Victim satisfaction & Confidence Report (six monthly)**
4. **Workforce Report (annual)**
5. **Road safety Report (annual)**

**Further detail on the proposed quantitative measures and links to qualitative reports.**

**Crime**

**Domestic abuse, serious sexual offences, child sexual abuse, hate crime and cyber-enabled crimes** (rural crimes and business crimes may be added to this suite in future). These indicators will be reported quarterly for Accountability and Performance Panel meetings.

<b>Indicators (Quarterly)</b>
1. Number of crimes
2. Comparison of number of crimes to most similar forces
3. The proportion of cases where an investigation is possible
4. The proportion of these cases (from 3) where victims support prosecution
5. The proportion of these cases (from 4) that are solved by police
6. Comparison of solved rates (from 5) with most similar forces

**Domestic burglary, violence with injury, robbery, ASB, reoffending and drug trafficking.** These indicators will be reported annually to Accountability and Performance Panel meetings.

<b>Indicators (Annually)</b>
1. Number of crimes
2. Comparison of number of crimes to most similar forces
3. Overall solved rate
4. The proportion of cases where an investigation is possible
5. The proportion of these cases (from 4) where victims support prosecution**
6. The proportion of these cases (from 5) that are solved by police
7. Comparison of solved rates (from 6) with most similar forces

\*\* Where appropriate



## Public Safety

Indicators (1-3 below) will be updated quarterly for Accountability and Performance Panel meetings.

Indicator
1. % of 999s answered within ten seconds
2. % of emergencies responded to within target time
3. Number of killed and seriously injured collisions

In addition to the quantitative measurement above a report on fatal four and road safety interventions will be reported via an Annual Road Safety Report (see qualitative reports above).

## Confidence & Satisfaction

These indicators will be reported six monthly to Accountability and Performance Panel meetings via a Confidence and Satisfaction Report (data is made available via the Crime Survey of England and Wales which reports quarterly).

Indicator
1. % of public who agree that police do a good job
2. % of public who agree police deal with community priorities
3. % of public who agree police would treat them fairly
4. % of public who agree that they have confidence in the police overall
5. Average answering time for 101 calls
6. Victim satisfaction ( <i>for victims of SSO, DA and Hate Crime</i> )
a. With overall service*
b. With accessibility*
c. With actions taken*
d. With treatment*
e. With how well they were kept informed*

## Workforce

Complete workforce data will be reported annually in the Medium Term Financial Plan (see [www.suffolk-pcc.gov.uk/decision/2-2016-medium-term-financial-plan-2016-17-to-2019-2020](http://www.suffolk-pcc.gov.uk/decision/2-2016-medium-term-financial-plan-2016-17-to-2019-2020)). Updates will also be provided quarterly via the Accountability and Performance Panel. To provide strategic context to the quarterly updates an annual workforce report will be prepared which will look at wider workforce strategy issues.

Indicator*
1. Total posts (funded and actual):
a. Police officers
b. Police Community Support Officers
c. Police staff

2. Percentage of working hours lost to sickness
d. Police officers
e. Police Community Support Officers
f. Police staff
3. Percentage and number on restricted duties
g. Police officers
h. Police Community Support Officers
4. Percentage on adjusted duties
i. Police officers
j. Police Community Support Officers

\* The definitions of posts and the presentation of these may be subject to change.

The following indicators will be updated quarterly, and will also be reported on in the Accountability and Performance Panel in the Diversity Annual Report.

Indicator
1. Percentage of workforce (for police officer ranks and grade bandings for police staff):
a. Black or Minority Ethnic
b. Female
c. LGBTQ+
d. Disabled
e. Part-time