

**Police and Crime Plan: Action Plan**

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

1.	<b>Emergency (999) calls</b>	Suffolk Constabulary will answer a minimum of 90% of all '999' emergency calls within 10 seconds.	<i>Scrutinised via performance management framework</i>
2.	<b>Responding to '999' incidents</b>	Suffolk Constabulary will respond to a minimum of 90% of emergency incidents within 15 minutes (urban locations) and 20 minutes (rural locations).  I will work with the Chief Constable to ensure response rates are consistently maintained across the county.	<i>Scrutinised via performance management framework</i>  <i>Scrutinised via performance management framework</i>

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

3.	<b>Caring about our victims</b>	I will ensure Suffolk Constabulary complies with the Code of Practice for Victims of Crime.	<i>Scrutinised via performance management framework</i>
		Suffolk Constabulary will work with partners to ensure that data sharing and information systems such as Athena effectively protect vulnerable people.	<i>Scrutinised via performance management framework</i>
		I will work with the Chief Constable to ensure Restorative Justice approaches are promoted and used in the Constabulary.	<i>Scrutinised via performance management framework</i>

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

		I will ensure that the Constabulary has the capacity and capability to tackle business crime.	<i>Ongoing via business engagement activities and financial planning</i>
		I will work with the business liaison group to obtain feedback from the wider business community.	<i>Ongoing via business engagement activities</i>
6.	<b>Caring about our people (officers, staff and volunteers)</b>	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.	<i>Programme of workforce contact (telephone, email, webchats and informal/formal meetings) and factored into my Engagement Strategy</i>
		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.	<i>Survey outcomes and action plan reported to Accountability and Performance Panel by April 2017</i>
		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.	<i>'Citizens in Policing Strategy' to be published by September 2017</i>
7.	<b>Engagement with constituents, partners, stakeholders and businesses.</b>	Suffolk Constabulary will enhance public access arrangements via Phase 2 website project (e.g. online reporting, web chats).	<i>To implement Phase 2 of the website project by September 2017</i>
		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 impact of the new Constabulary website on the CCR (such as on-line reporting and channelling demand).</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> <li>• ensure that the use of technology (such as the Storm command and</li> </ul>	<i>Initial evaluation October 2017 and full year evaluation March 2018</i>  <i>Review completed by April 2017</i>  <i>Scrutinised via performance management framework.</i>

	control system) is optimised to ensure accurate recording and response.	
	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 and police volunteers 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 and via development of the Citizens in Policing Strategy</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>

<b>Objective 3: Protecting the most vulnerable people and communities by preventing, reducing and solving crime and anti-social behaviour</b>			
8.	<b>Protecting our most vulnerable victims and victims of hidden harm</b>	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.	<i>Via public awareness campaigns, partnership working and through Crime and Disorder Reduction grants</i>
		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.	<i>Scrutinised via performance management framework</i>
		I will work with the Chief Constable to better understand the threat posed by hidden harm to Suffolk communities.	<i>Through feedback from the Strategic Assessments and victims’ services providers, partners and crime and disorder reduction grants</i>
		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.	<i>Membership/representation on key partnerships<sup>iii</sup></i>
9.	<b>Domestic Abuse:</b>	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.	<i>Scrutinised via performance management framework</i>
		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.	<i>Scrutinised via performance management framework</i>

<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.

		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.	<i>Evaluation completed January 2017</i>
		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.	<i>Membership/representation on key partnerships.</i>
10.	<b>Sexual Abuse</b>	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.  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.  I will to work in partnership to improve the whole system for victims.	<i>Scrutinised via performance management framework</i>  <i>Scrutinised via performance management framework</i>  <i>Membership/representation on key partnerships.</i>
11.	<b>Hate Crime</b>	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  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.  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.	<i>Scrutinised via performance management framework</i>  <i>Scrutinised via performance management framework</i>  <i>Membership/representation on key partnerships</i>
12.	<b>Online safety</b>	I will work with Suffolk Constabulary to ensure that appropriate support	<i>Scrutinised via performance management</i>

		<p>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><i>framework</i></p> <p><i>Membership/representation on key partnerships</i></p> <p><i>By April 2017</i></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 understand the effectiveness of the Constabulary's role in, and impact on, partnership drugs/drink diversionary schemes.</p> <p>I will continue to support activities to reduce substance and drug misuse.</p>	<p><i>Scrutinised via performance management framework</i></p> <p><i>Evaluation by September 2017</i></p> <p><i>Through Crime and Disorder Reduction Grants</i></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><i>Scrutinised via performance management framework</i></p> <p><i>Through Membership of Suffolk Roadsafe Board</i></p> <p><i>Via engagement with business representatives and partners</i></p> <p><i>Scrutinised via performance management framework</i></p>
15.	<b>Reducing</b>	<p>I will continue to support the Integrated Offender Management Scheme in</p>	<p><i>Membership of Local Criminal Justice</i></p>

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

	<b>Reoffending and Transforming Rehabilitation</b>	<p>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><i>Board</i></p> <p><i>Engagement with the CRC and Local Criminal Justice Board.</i></p> <p><i>Proposals by March 2018</i></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 and I will ensure that use of my crime and disorder reduction funding is cross county in order to support both urban and rural areas.</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><i>Developed within my engagement Strategy by December 2017</i></p> <p><i>By December 2017.</i></p> <p><i>Working with local authorities</i></p> <p><i>By December 2017</i></p>
<p><b>Objective 4: Making Suffolk Safer - An ethical, efficient and effective service with the right resources</b></p>			

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



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><i>Scrutiny via performance management framework</i></p> <p><i>Reported to the Audit Committee annually</i></p>
18.	<b>Deliver an efficient service with a relentless focus on value for money</b>	<p>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.</p>	<p><i>Reported via the Medium Term Financial Plan to the Police and Crime Panel</i></p>
		<p>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>.</p>	<p><i>Scrutiny via Accountability and Performance Panel and Collaboration Panel.</i></p>
		<p>I will continue to support discussions with partners to better address demands for service where multiple statutory bodies are involved in service delivery.</p>	<p><i>Membership/representation on key partnerships</i></p>
		<p>I will work with the Chief Constable and relevant local authorities to transfer civil parking enforcement from police to local authorities.</p>	<p><i>Delivery by March 2020</i></p>
		<p>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 and ensure our estate is fit for purpose.</p> <p>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.</p>	<p><i>Via Estates Strategy</i></p> <p><i>Scrutiny via Accountability and Performance Panel, Collaboration Panel and other governance mechanisms (e.g. 7 forces and blue light collaboration)</i></p>
19	<b>An effective</b>	<p>I will work with the Chief Constable to ensure that workforce numbers,</p>	<p><i>Scrutiny via performance management</i></p>

<sup>vi</sup> Eastern Region Special Operations Unit and Counter Intelligence and Terrorism Unit

<b>organisation with the right resources</b>	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>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.).	<i>Scrutiny via performance management framework</i>
	I will ensure that the Constabulary satisfies the requirements of the Strategic Policing Requirement.	<i>Scrutiny via performance management framework</i>
	I will continue to lobby nationally for a fairer share of police funding.	<i>Home Office &amp; Association of Police and Crime Commissioners by April 2017</i>
	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.	<i>Scrutiny of Constabulary's Digital Strategy through Collaboration Panel</i>
	I will work with the Chief Constable to seek to maximise the opportunities afforded by innovation and transformation grant funds.	<i>Through internal processes</i>
	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.	<i>Proposals produced by September 2017</i>

***This Action Plan has been developed into a Strategic Delivery Plan so progress can be continuously monitored and updated and the lead officers for each action can be set out. This action plan will remain available to provide a high level outline of the activity but the Strategic Delivery Plan will be regularly updated.***



**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 on the lists that follow.
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.

- **Public Access & CCR Report (six monthly)**
- **Victim Code Report (six monthly)**
- **Confidence & Satisfaction Report (six monthly)**
- **Workforce Report (annual)**
- **Road Safety Report (annual)**

**Detail on the proposed quantitative measures and the 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/3-2017-medium-term-financial-plan](http://www.suffolk-pcc.gov.uk/decision/3-2017-medium-term-financial-plan)). High level updates will also be provided quarterly to the Accountability and Performance Panel. In order to provide strategic context an annual workforce report will be prepared for 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 quarterly to Accountability and Performance Panel and will also be considered with more contextual narrative in the Diversity Annual Report.

<b>Indicator</b>
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