

Reference	Focus Area	Action	Status
Objective 1: Responding to calls for urgent assistance			
OBJ 1 ACTION 1	Emergency (999) calls	Suffolk Constabulary will answer a minimum of 90% of all '999' emergency calls within 10 seconds.	Since February 2017, quarterly 'Performance Priorities' Reports have been scheduled to, and monitored at, Accountability and Performance Panel. The Constabulary has maintained the standard required.
OBJ 1 ACTION 2	Responding to '999' incidents	Suffolk Constabulary will respond to a minimum of 90% of emergency incidents within 15 minutes (urban locations) and 20 minutes (rural locations).	Since February 2017, quarterly 'Performance Priorities' Reports have been scheduled to, and monitored at, Accountability and Performance Panel. The Constabulary has maintained the standard required.
OBJ 1 ACTION 3	Responding to '999' incidents	I will work with the Chief Constable to ensure response rates are consistently maintained across the county.	Since September 2017, quarterly 'Performance Priorities' Reports have included responding to incidents by the three policing command areas South, West and East.
Objective 2: Caring about victims, communities, the local economy and our workforce.			
OBJ 2 ACTION 1	Caring about victims	I will ensure Suffolk Constabulary complies with the Code of Practice for Victims of Crime, <i>including victims having their entitlements explained and being referred to victim services, as appropriate.</i>	Since April 2017 Victim Code reports have been monitored at Accountability and Performance Panel every six months. Work to improve compliance with the code continues through the Constabulary's Supporting Victims working group (on which the OPCC is represented).
OBJ 2 ACTION 2	Caring about victims	I will work with Criminal Justice Partners to understand how the criminal justice system in Suffolk complies with the Code of Practice for Victims of Crime.	Compliance against the Code of Practice for Victims of Crime across criminal justice partners is currently monitored through the Victims and Witness Sub Group of the Local Criminal Justice Board (LCJB). The Ministry of Justice is planning changes to the Code of Practice but meanwhile, PCCs are required to ensure key data and information is monitored by the LCJB.
OBJ 2 ACTION 3	Caring about victims	I will work with Suffolk Constabulary to ensure Restorative Justice (RJ) approaches are promoted and used by the Constabulary and offered to victims.	The PCC funded an RJ service between 2016 and March 2018, which had limited referrals. An RJ advisor post was introduced into the Constabulary in May 2017 to work within the force to evaluate its activity. Based on those findings, the Norfolk and Suffolk PCCs invested in a RJ service across Norfolk and Suffolk to commence in Spring 2019.

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OBJ 2 ACTION 4	Caring about victims	I will continue to commission services which support victims to cope and recover.	Commissioning decisions are detailed on the PCC website. Well established commissioned services are in place for the victim assessment and referral service (Norfolk and Suffolk Victim Care), Domestic Abuse and Sexual Violence covering the county.
OBJ 2 ACTION 5	Caring about young people	I will continue to support young people through positive engagement schemes and via crime and disorder reduction initiatives (including those who are disadvantaged and at risk of offending).	The PCC has funded schemes working with young people through his PCC Fund (administered by Suffolk Community Foundation). All decisions/grants are published on the website.
OBJ 2 ACTION 6	Caring about our young people	I will support crime and disorder reduction initiatives to provide opportunities for young people.	The PCC has supported Rotary Youth Leadership Awards in 2017 and 2018 and Suffolk Positive Futures with a three year grant to provide, free at point of delivery, sports sessions across the county.
OBJ 2 ACTION 7	Caring about young people	I will work with the Chief Constable to maximise the use of the Apprenticeship Levy, through the effective recruitment of joint apprentices.	An apprentice worked with the OPCC in 2017 as part of a wider apprentice programme within the force. The Constabulary continues to evaluate the use of the apprenticeship levy to support the delivery of Police Education and Qualifications Framework (PEQF). There is an opportunity for the Constabulary to use the levy to professionalise their workforce and there are a number of opportunities being identified to maximise levy utilisation.
OBJ 2 ACTION 8	Caring about young people	I will monitor the effectiveness of the Constabulary's new schools' PCSOs.	The work of the Constabulary's three schools' PCSOs has been monitored via the six-monthly report to Accountability and Performance Panel on Children and Young People (CYP) since 2017. In addition, the report also includes progress on how the Constabulary works positively with CYP (including through the cadets scheme).

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OBJ 2 ACTION 9	Caring about young people	I will continue with my programme of engagement with schools and children and young peoples' groups.	The PCC has engaged with young people's projects through visits to projects which have received grant funding. The PCC has also supported the Voluntary Police Cadets annual assembly. In addition he has visited schools and colleges to talk about his role. The approach to engagement with young people will be reviewed through the development of the PCC Engagement Plan.
OBJ 2 ACTION 10 (& 12)	Caring about the local economy	I will be an advocate for the local economy and continue to be accessible to businesses, and listen to their concerns, through attendance at meetings of representative bodies.	This action has been delivered through attendance at Chamber of Commerce and other business associations' events. The PCC also writes a quarterly business column for the East Anglian Daily Times. A summary of engagement activity is included in the PCC's Annual Report, and this will be further developed through the PCC Engagement Plan.
OBJ 2 ACTION 11	Caring about the local economy	Suffolk Constabulary will introduce a single point of contact to liaise with businesses and advise on food crime.	A report was prepared in 2017 which clarified that while the force worked with other agencies regarding crimes linked to the food industry, the Constabulary was not the main body to deal with food standards and food crime. Therefore this action has not been progressed but the Constabulary continues to work with relevant agencies where and when appropriate.
OBJ 2 ACTION 13	Caring about the local economy	I will work with Suffolk Constabulary and business representatives to develop suitable mechanisms for scrutinising business crime.	As a result of taking account of views expressed at business liaison meetings with representatives from business associations, data on business crime and surveys with victims of business crime are regularly reported in the Performance Priorities paper to Accountability and Performance Panel.
OBJ 2 ACTION 14	Caring about the local economy	I will work with the business liaison group to obtain feedback from the wider business community to support the Constabulary to tackle and understand business crime.	Business Liaison meetings took place regularly between 2013 and 2018. These meetings enabled the Chief Constable, PCC and business representatives to discuss issues on a regular basis. A review of our engagement with businesses has resulted in the liaison meetings being disbanded in favour of attendance at business association events which will enable more representative feedback from the business community.

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OBJ 2 ACTION 15	Caring about our workforce	Suffolk Constabulary will strive to be a stigma-free, supportive and proactive service where people feel safe and well at work. It will support officers and staff to stay at work, return to work or have a dignified exit from the organisation where required.	NEW ACTION FOR 2019
OBJ 2 ACTION 16	Caring about our workforce	I will continue to be visible and accessible to our workforce and will support the Chief Constable to ensure that our workforce is properly resourced and has the necessary equipment, skills and training to perform their roles.	Annual workforce reports have been monitored at Accountability and Performance Panel since 2017. From 2019, this report will include input from Learning and Development to provide progress on skills and training. The skills and equipment needs of the force are considered through the budget planning cycle, the workforce changes required to meet operational policing needs. The PCC writes a regular column in 'Constables County', the force magazine and will be introducing a programme of meeting staff with the Chief Constable.
OBJ 2 ACTION 17	Caring about our workforce	Suffolk Constabulary will conduct a survey of all officers, staff and volunteers and develop an Action Plan to address any issues of concern and improve morale.	Survey outcomes reported to Accountability and Performance Panel in June 2017. The results of the latest staff survey are due to come to Accountability and Performance Panel in July 2019.
OBJ 2 ACTION 18	Caring about our workforce	I will work with the Chief Constable to ensure we recognise the valuable contribution of our volunteers and that we are able to optimise the support they can give.	Police Support Volunteers assist the Constabulary in many aspects of non-operational policing, examples include looking after the Museum at Headquarters, providing 'eyes and ears' as Volunteers on Horseback or Local Policing Volunteers, working as drivers, CCTV monitoring and supporting student officer training. A vital part of the policing family, they enhance and support the work of paid staff and regular officers. By early 2019, over 170 people were registered as Police Support Volunteers. The force seeks to value volunteers via nominations for local and national awards and an annual celebration to thank volunteers.

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OBJ 2 ACTION 19	Caring about our communities	Suffolk Constabulary will enhance public access arrangements via the Phase 2 website project (e.g. online reporting, web chats).	Progress updates on this action are provided in the Public Access and CCR reports (6 monthly to Accountability and Performance Panel).
OBJ 2 ACTION 20	Caring about our people and our communities	Suffolk Constabulary will: <ul style="list-style-type: none"> • evaluate the impact of the new automated telephony system to improve call answering; • evaluate the Contact and Control Room (CCR) shift system to ensure the CCR is appropriately resourced to meet demand; • evaluate the impact of the new Constabulary website on the CCR, such as on-line reporting and channelling demand; • undertake an annual review of resources and shift arrangements in the CCR to ensure that it is appropriately resourced to meet demand; • ensure the benefits that Athena system and STORM can deliver are optimised in order to reduce demand on the CCR; • ensure that the use of technology (such as the Storm command and control system) is optimised to ensure accurate recording and response. 	Progress with this activity has been reported in the Public Access and CCR reports since 2017, which are monitored every 6 months at Accountability and Performance Panel. Notable successes are the introduction of the new telephony system which enables calls to be triaged, vulnerability assessed and supported more appropriately.
OBJ 2 ACTION 21	Caring about our communities	I will be available to attend district/borough meetings on an annual basis to provide an annual PCC update.	The PCC attends annual meetings of district, borough and County Council meetings, as required/invited.
OBJ 2 ACTION 22	Caring about our communities	Suffolk Constabulary will introduce further initiatives to improve workforce diversity so that the organisation is more representative of our communities.	Progress is scrutinised via the Workforce Report and Diversity Reports to Accountability and Performance Panel. Diversity of the workforce is also regularly included within the Performance Priorities Report. The new policing model included investment in diversity and equality expertise.

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OBJ 2 ACTION 23	Caring about our communities	I will work with the Chief Constable to review the current arrangements for engaging with our diverse communities.	Whilst the PCC has regular engagements with groups which represent diverse communities around the county, future engagement in this area is being developed within the PCC's Engagement Plan.
OBJ 2 ACTION 24	Caring about our communities	Suffolk Constabulary will introduce guidance on the expectations and standards for effective transfer of knowledge when officers are moved into new roles, to support continuity of service.	The Constabulary has initiated work to design a profile that will be sent to receiving managers in advance of an officer being moved or when member of police staff gains promotion or a lateral move.
OBJ 2 ACTION 25	Caring about our communities	Suffolk Constabulary will review the visibility of uniformed staff to deliver appropriate levels of visibility in our communities.	Visibility has been considered in the development of Project 2025 and the new policing model and has also been considered as part of the proposals for use of the precept funding.
OBJ 2 ACTION 26	Caring about our communities	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.).	There is a range of current activity e.g. public meetings, on-tours, public surgeries, attending meetings of local groups. We are developing a PCC Engagement Plan as a result of reviewing current practice.
Objective 3: Protecting the most vulnerable people and communities by preventing, reducing and solving crime.			
OBJ 3 ACTION 1	Protecting vulnerable victims	I will continue to raise awareness of crime that is hidden from sight, so that our most vulnerable victims have the trust and confidence to report crimes	A number of public awareness campaigns have been endorsed by the Constabulary and PCC. This has included attendances at events to raise awareness amongst practitioners, and investment in programmes with young people to highlight the risk of exploitation. Topics covered include county lines/gangs, hate crime, domestic abuse, sexual abuse and human trafficking.
OBJ 3 ACTION 2	Protecting vulnerable victims	I will ensure that the most vulnerable victims receive appropriate high quality support from the police and our commissioned victims' services in accordance with the Code of Practice for Victims of Crime.	This has been monitored via six monthly Victim Code report to Accountability and Performance Panel as well as monitoring reports and commissioning meetings to ensure victims receive appropriate services.

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OBJ 3 ACTION 3	Protecting vulnerable victims	I will work with the Chief Constable to better understand the crime threats Suffolk communities.	Understanding is supported by key pieces of work undertaken by the Constabulary; the Strategic Assessments, Force Management Statements and from information gleaned from victims' services providers, partners, and crime and disorder reduction grants.
OBJ 3 ACTION 4	Protecting vulnerable victims	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 which work to support Violence Against Women and Girls and Men and Boys. We have commissioned Norfolk and Suffolk Victim Care and RJ Service with Norfolk OPCC. We have also worked with Suffolk Resilience Forum and Norfolk and Suffolk Victim Care to ensure that victims of major crime incidents and their families are able to access support services.
OBJ 3 ACTION 5	Domestic Abuse	I will work with Suffolk Constabulary to ensure victims of domestic abuse receive appropriate support from the police and our commissioned victims' services in accordance with the Code of Practice for Victims of Crime	Scrutinised via Victim Code and Performance Priorities reports to Accountability and Performance Panel. OPCC commissioned services for victims of domestic abuse are subject to regular monitoring reports outlining delivery.
OBJ 3 ACTION 6	Domestic Abuse	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.	Reports to Accountability and Performance Panel will include data from the Constabulary surveys of domestic abuse victims from Autumn 2019.
OBJ 3 ACTION 7	Domestic Abuse	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.	Evaluation completed January 2017; consulted on and published by February 2017.

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OBJ 3 ACTION 8	Domestic Abuse	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.	Ongoing work with partner agencies to improve systems across Suffolk. For example, working in parallel with Suffolk County Council (SCC) on commissioning the PCC's Independent Domestic Violence Advisors Service and SCC's Domestic Abuse Outreach Service in 2018. Norfolk and Suffolk Victim Care provide the other strand of our domestic abuse service in Suffolk and that is co-commissioned with Norfolk OPCC. Recent work has facilitated bringing the three services together to improve the pathways for victims. The OPCC is also involved in the partnership working to develop the concept of the Domestic Abuse Co-ordination Centre.
OBJ 3 ACTION 9 & 10	Sexual Abuse	I will monitor the experience and satisfaction 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.	Scrutinised via the Victim Code six monthly reports to Accountability and Performance Panel. Reports to APP on 'performance priorities' and 'confidence and satisfaction' will start to include data from the surveying of sexual abuse victims (once the surveying of victims of domestic abuse is embedded). In addition, regular monitoring reports are received from OPCC commissioned services to enable challenge and issues of victim satisfaction to be highlighted and addressed.
OBJ 3 ACTION 11	Sexual Abuse	I will continue to work in partnership to improve the whole system for victims.	Since 2017 the Office of the PCC has engaged in the multi-agency Violence against Women and Girls, the Victim & Witness Sub Group and Safe and Strong Communities Group. In addition the OPCC commissioned a partnership approach to counselling in 2017/18 as a pilot exercise – which was successful in encouraging partnership working between the providers of sexual violence services for the benefit of victims. In addition the OPCC is developing relationships with health commissioners to better understand their work in this area.

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OBJ 3 ACTION 12	Hate Crime	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.	Scrutinised via Victim Code Report (hate crime victims are subject to enhanced entitlements) and survey data from victims of hate crime in the Performance Priorities report (reported for the first time in Sept 2018).
OBJ 3 ACTION 13	Hate Crime	I will ensure that victims of hate crime are able to access services from the police and the Victims' Assessment and Referral Service.	The Norfolk and Suffolk Victim Care service, established in April 2018 with Norfolk OPCC ensures that all victims of crime (including victims of hate crime) have access to support.
OBJ 3 ACTION 14	Hate Crime	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.	The PCC funded a multi-agency approach through his PCC Fund to support local voluntary sector partners to work together (through the Suffolk Hate Crime Network) to address their concerns that more needed to be done to raise awareness of hate crime.
OBJ 3 ACTION 15	On-line Safety	I will work with Suffolk Constabulary to ensure that appropriate support and advice is available to those who are concerned about online crime.	In 2017, the Constabulary website was updated to include cyber/on-line information for the public about how to report, and protect themselves from on-line crime. Updates have also been provided to local business communities by the PCC and Chief Constable on cyber-crime affecting businesses.
OBJ 3 ACTION 16	On-line Safety	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.	Work initially started via the E-Safety Multi Agency Crime Prevention Project in 2017 and through membership of the On-line Safety Strategic Group. As part of that engagement we developed the Stay Safe On-line Fund (endorsed by partners) to fund a range of initiatives which support vulnerable and at risk groups to 'Stay Safe On-line'. These projects were funded in early 2018 to deliver benefits in the 2018/19 academic year. In addition, the performance priorities report to the Accountability and Performance Panel now includes data from surveying victims of on-line crime.

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OBJ 3 ACTION 17	On-line Safety	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.	This project completed in April 2017 and one of the key outcomes was the launch of the Stay Safe On-line Fund in August 2017.
OBJ 3 ACTION 18	Drugs and Substance Misuse	Suffolk Constabulary will continue to undertake initiatives to disrupt organised crime activities and tackle drug trafficking.	The Constabulary's work to tackle drug trafficking is monitored via report to Accountability and Performance Panel on Annual Crime Indicators report in June, and via the Protective Services and collaboration reports on work to dismantle Organised Crime Groups (including the threat posed by County Lines).
OBJ 3 ACTION 19	Drugs and Substance Misuse	I will understand the effectiveness of the Constabulary's role and impact on partnership drugs/drink diversionary schemes.	The Constabulary funds the Link Officer role within the Integrated Offender Management Service which works with individuals in the IOM cohort who are not engaging with substance misuse services. Within Custody, the Liaison and Diversion Service, and the force activity through Drug Testing on Arrest, signposts/refers when appropriate, people with substance misuse issues to services provided by Turning Point.
OBJ 3 ACTION 20	Drugs and Substance Misuse	I will continue to support activities to reduce substance misuse.	There have been various initiatives supported through the PCC Fund since 2017; the decisions for all of these are published on the PCC website.
OBJ 3 ACTION 21	Roads Safety	I will remain committed to making our roads safer, particularly through actions to tackle the 'fatal four' (speeding, mobile phones, drink/drug driving and seat belts).	Progress of the roads policing function, in terms of enforcement work, is outlined in the Annual Road Safety Report to Accountability and Performance Panel. National campaigns further promote the 'Fatal Four' activity.
OBJ 3 ACTION 22	Roads Safety	I will work with partners to ensure that all possible action is taken to make our roads safe.	The PCC regularly attends the Suffolk Roadsafe Board to discuss the countywide Roadsafe Strategy and work between agencies on road safety initiatives.
OBJ 3 ACTION 23	Roads Safety	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.	The PCC has attended the A14 strategy group to discuss concerns and held meetings with Highways England.

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OBJ 3 ACTION 24	Roads Safety	I will continue to support and invest in Automatic Number Plate Recognition Systems (ANPR) in police vehicles.	One-off report to Accountability in 2017 to show investment in ANPR and the benefits achieved. Further investment in the use of ANPR has been achieved through use of precept in 2019/20.
OBJ 3 ACTION 25	Reducing Reoffending and Transforming Rehabilitation	I will continue to support the Integrated Offender Management (IOM) Scheme in Suffolk and monitor its effectiveness via re-offending rates.	IOM Governance Board is a sub-group of the Local Criminal Justice Board (LCJB) and so the PCC has oversight as a member and Chair of the LCJB.
OBJ 3 ACTION 26	Reducing Reoffending and Transforming Rehabilitation	I will work with the Community Rehabilitation Company (CRC) to support offenders.	Engagement with the CRC through the Local Criminal Justice Board. The Ministry of Justice is considering whether PCCs should have a stronger role in the commissioning of future CRC/Probation activity.
OBJ 3 ACTION 27	Reducing Reoffending and Transforming Rehabilitation	I will explore the introduction of schemes for supporting offenders on release from prison and ex-offenders to gain skills thus supporting the local economy.	A number of projects have been supported through the PCC Fund - e.g. Museum of East Anglian Life, Pathways Care Farm that work directly with offenders.
OBJ 3 ACTION 28	Policing in a rural county	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 funding is cross county in order to support both rural and urban areas.	Recent report to Accountability and Performance Panel (Sept 2018) to explain the range of work the force is doing to understand and respond to rural policing issues. PCC funding supports initiatives across Suffolk to support rural and urban areas. Data relating to rural crime is reported in the performance priorities report to Accountability and Performance Panel.
OBJ 3 ACTION 29	Policing in a rural county	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	Updates on the work of the rural crime officers and specials were provided to the PCCs Business Liaison meeting in 2017. More recently an annual report on rural policing was prepared for the September 2018 Accountability and Performance Panel meeting.

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OBJ 3 ACTION 30	Policing in a rural county	To share information, and better co-ordinate activity, with neighbouring rural police forces.	The Constabulary updated on its progress regarding rural policing report to Accountability and Performance Panel in September 2018.
OBJ 3 ACTION 31	Tackling Serious Violence	I will support Suffolk Constabulary to respond to the threats to vulnerable people posed by serious violence and will use my commissioning powers to invest in voluntary sector initiatives which make a difference in this area.	NEW ACTION FOR 2019
OBJ 3 ACTION 32	Tackling Serious Violence	I will work with the countywide governance structures in place to support the countywide County Lines and Urban Gangs Strategic Action Plan to support those at risk of offending and becoming victims.	NEW ACTION FOR 2019
Objective 4: Delivering efficient and effective services with the right resources			
OBJ 4 ACTION 1	Be an ethical and learning organisation	The Constabulary and the OPCC will be 'learning organisations' and will act upon feedback and complaints to improve services as appropriate.	Six monthly Complaints and Professional Standards reports to Accountability and Performance Panel are monitored in July and December and are scheduled alongside Confidence and Satisfaction reports. In addition the Constabulary's Professional Standards department sends bulletins on lessons learned and has developed a learning and improvement group to support activity. Complaints and Professional Standards reports to provide information on trends and activity to improve the police service.
OBJ 4 ACTION 2	Be an ethical and learning organisation	I will hold the Chief Constable to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics.	Code of Ethics annually reported to Audit Committee and where appropriate key issues are highlighted in the Complaints and Professional Standards reports which are received every six months to Accountability and Performance Panel.

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OBJ 4 ACTION 3	Deliver an efficient service with a relentless focus on value for money	I will ensure that our new approach to budget prioritisation (Outcome Based Budgeting - OBB) 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.	The outcome of the OBB process results in the agreement of the Medium Term Financial Plan, which is considered by the Police and Crime Panel. The OPCC reviews the proposals from the OBB cycle to consider the impacts of potential cost savings on the delivery of the Police and Crime Plan and the performance of the Constabulary.
OBJ 4 ACTION 4	Deliver an efficient service with a relentless focus on value for money	I will continue to focus on ensuring excellent value for money from all our resources, including our collaborative and partnership resources (e.g. Eastern Region Special Operations Unit and Counter Terrorism and Intelligence Unit) and our commissioned victims' services.	Scrutiny via Accountability and Performance Panel covers several collaborated policing functions including Protective Services. Wider collaborative work is considered through 7 Forces collaboration and eastern region quarterly meetings. There is regular monitoring of commissioned services by the OPCC to ensure outcomes, and value for money, are achieved.
OBJ 4 ACTION 5	Deliver an efficient service with a relentless focus on value for money	I will continue to support discussions with partners to better address demands for service where multiple statutory bodies are involved in service delivery.	PCC and Chief Constable membership/representation on key partnerships (e.g. Health and Well-Being Board, Suffolk Public Sector Leaders and Local Criminal Justice Board) to discuss relevant issues which need a partnership response.
OBJ 4 ACTION 6	Deliver an efficient service with a relentless focus on value for money	I will work with the Chief Constable and relevant local authorities to transfer civil parking enforcement from police to local authorities.	The work with partners to agree the transfer has been progressed but formal approval from the Department of Transport has been delayed and is now expected in Autumn 2019.
OBJ 4 ACTION 7	Deliver an efficient service with a relentless focus on value for money	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.	The strategic vision for best use of our estate is delivered and monitored via the internal Estates Board. Examples of shared premises include 11 shared Fire/Police stations and Landmark House.

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OBJ 4 ACTION 8	Deliver an efficient service with a relentless focus on value for money	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.	Scrutiny via Accountability and Performance Panel, Collaboration Panel and other governance mechanisms (e.g. 7 Forces and blue light collaboration, commissioning collaborations e.g. OPCC Norfolk).
OBJ 4 ACTION 9	An effective organisation with the right resources	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.	Performance is monitored via the 'Performance Priorities' report quarterly and the Annual Workforce Report to Accountability and Performance Panel (APP). A specific report on restricted/adjusted duties and sickness was discussed at the APP meeting in February 2019.
OBJ 4 ACTION 10	An effective organisation with the right resources	Suffolk Constabulary will develop profiles to understand calls for services and establish the nature of demands on services (e.g. mental health, etc.).	The Force Management Statement (produced annually) analyses the demand in relation to calls for service and the force's capacity to cope with that demand.
OBJ 4 ACTION 11	An effective organisation with the right resources	I will ensure that the Constabulary satisfies the requirements of the Strategic Policing Requirement.	A six monthly report to Accountability and Performance Panel enables the PCC to monitor that the response to the Strategic Policing Requirement is being met.
OBJ 4 ACTION 12	An effective organisation with the right resources	I will continue to lobby nationally for a fairer share of police funding.	CC, PCC and Chief Financial Officer prepared and submitted arguments to the Policing Minister in 2017. There is an opportunity to work with the Government and other PCCs to consider how the police service is funded as part of the Comprehensive Spending Review.
OBJ 4 ACTION 13	An effective organisation with the right resources	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.	The PCC maintains scrutiny of these issues through regular formal meetings with the Chief Constable, 7 Force collaboration arrangements and by the monitoring of Accountability and Performance Panel reports.
OBJ 4 ACTION 14	An effective organisation with the right resources	I will work with the Chief Constable to seek to maximise the opportunities afforded by innovation and transformation grant funds.	The Constabulary is establishing a corporate calendar to take full advantage of funding opportunities when they arise. As well as funding opportunities the calendar will cover significant dates regarding financial, operational and business planning activities.