



## **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 (PCC) I am responsible for setting the police and crime objectives for policing in Suffolk. I do this through my Police and Crime Plan. My second Police and Crime Plan, setting out my objectives for the four years 2017-2021 was published in January 2017. This variation, produced in May 2019, takes the opportunity to reflect recent policy shifts (particularly the emphasis on serious violence) and provide up to date financial and commissioning information. The plan still maintains an 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 necessary resources to respond to demand and can ensure that those limited resources are prioritised and applied where they are most needed. I must also ensure that the way my office works, enables on-going communication with the public about policing matters, whilst respecting the operational independence of the Chief Constable.

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. HMICFRS inspections on efficiency, effectiveness and legitimacy over the past three years, have graded Suffolk Constabulary as good.

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, and respectful of the human rights of all and delivered by 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, 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.

JULY 2019

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

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

To protect people when they are most in need, 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 those 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 be satisfied that services are responsive and easily accessible, and people are kept well informed. During my second term of office, I will increase the focus on the quality of service victims receive.

Utilising my powers to commission services for victims of crime, I will work tirelessly to ensure that policing and victims' services work together efficiently and effectively to support victims of crime at their time of need and help them cope and recover. When a victim is vulnerable, or is persistently targeted, even minor crime can cause major trauma. This is recognised by the Code of Practice for Victims of Crime<sup>i</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.

Victims of crime do not experience policing in isolation; their experience of the police is part of a much wider system involving multiple services and various points of entry. For example, victims of domestic abuse may have to deal with police, victims' services, children and young peoples' services and other criminal justice agencies. A victim's confidence and satisfaction is therefore likely to be influenced by their experience of any aspect of the system. With this in mind, I believe we must try to understand the victim's perspective, as shaped by the system. This requires continued partnership work with public authorities, criminal justice agencies and the voluntary sector, where I will play a constructive role. Through that partnership work, I will seek to understand the effect that individual aspects of the system have on victims' confidence and satisfaction, particularly in relation to compliance with the Code of Practice for Victims of Crime. This will enable me to be a stronger voice for victims and communities and seek to improve that experience.

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

Caring for communities can only happen if I take the time to listen and engage with the public and make it easy for people to contact me. This is a crucial part of my role. I will hold regular public meetings and surgeries in order to hear the views of the public and to support communities to understand the competing demands on policing. I will continue to learn from those interactions to improve engagement and communication with the public. My website will continue to report on where meetings are held and what issues arise.

The way in which policing is conducted has a significant impact on our local economy and Suffolk Constabulary must continue to have regard for this in its day-to-day policing activities. A vibrant and expanding economy is a key factor in preventing deprivation and reducing increases in crime and Anti-Social Behaviour (ASB). I remain a strong advocate for victims of business crime. 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. An effective and efficient police force in Suffolk contributes to economic growth by improving the reputation of the county as a good place to live, work, travel and invest.

Keeping Suffolk's road users safe, supports communities and impacts positively upon the prosperity of the county. In partnership with Suffolk County Council and the Constabulary on the Suffolk Roadsafe Board, there has been investment in education of road users, enforcement activity and engineering solutions to make our county safer.

Another important influence on trust and confidence of communities is having a highly motivated and diverse workforce that is able to engage effectively with our communities. Working closely with the Chief Constable, I will ensure the Constabulary's workforce has a voice by meeting regularly with officers and staff and my decisions will continue to be made in an open and transparent manner. Maintaining morale and ensuring officers and staff feel valued will be a significant leadership challenge as we continue to meet the demands placed upon us.

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

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

Perpetrators use increasingly sophisticated methods to go undetected and many crimes are committed out of sight. These crimes, including those committed on-line and those where people are subjected to violence and abuse, present a considerable challenge to policing and have a significant impact on those victims affected.

During my time as Police and Crime Commissioner I have provided additional funds to the Constabulary to tackle the serious threats we face and ensure tackling vulnerability remains a high priority. Increases in serious violence, and particularly the threat posed by knife crime, gang activity and County Lines<sup>ii</sup>, require the statutory and voluntary sectors to work together to address issues through a co-ordinated approach to safeguarding young people.

The police must continue to protect us by responding to those threats which present the greatest risk of harm and by working in partnership to ensure effective safeguarding of the most vulnerable. Raising awareness of these threats and helping our communities understand how they can help protect themselves remains vitally important.

Suffolk Constabulary has a highly specialised and multi-disciplined workforce. That expertise is complemented by partners such as the National Crime Agency and the Eastern Region Special Operations Unit (which includes the Counter Terrorism Unit). An increasing threat exists from Organised Crime Groups which is why I welcome the recent Government Serious and Organised Crime Strategy and Suffolk Constabulary will be fully engaged in this work.

With a more complex policing landscape, there needs to be recognition that keeping our communities safe cannot be achieved solely by 'visible' policing but requires a multi-skilled workforce comprising police officers and specialist staff working together across county, regional and national boundaries.

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

At a national level, the Strategic Policing Requirement (SPR) sets out the Home Secretary's requirements upon forces to meet those threats which need to be addressed by working together and across boundaries. Chief Constables need to have regard to the SPR when exercising their functions and I am required to have regard to the requirements in setting my Police and Crime Plan.

Over the past ten years the Constabulary has embarked on a major collaboration agenda. Much of the collaborative activity between Suffolk and Norfolk Constabularies is now well-established and has driven significant savings. In addition, there is a collaboration

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<sup>ii</sup> County Lines is the illegal distribution and dealing of dangerous drugs by criminal gangs from one city/town to another. The gangs recruit and exploit young people to support their criminal activity.

programme of work to exploit regional opportunities for efficiencies and, at a more local level, there is established collaboration with the fire service through use of shared property. There will continue to be a relentless focus on value for money, eradicating waste and exploiting further opportunities for efficiency. Everything possible will be done to maintain investment in new equipment, technology and training of the workforce, so Suffolk continues to be a hostile environment for criminals.

The Constabulary has made significant investments in technology which strengthens the ability to police Suffolk and better protect the public in a world of increasing on-line activity. The investment in better technology in the control room means that calls are triaged to ensure that those who are most in need get a speedy response. The investment in digital forensic capability means Suffolk Constabulary is at the fore front in the use of this technology.

All frontline officers are now equipped with body worn video technology. This allows officers to capture evidence from their point of arrival at an incident which supports prosecutions, provides transparency around the professionalism of officers and increases efficiencies through digital working.

There has also been significant investment in Automatic Number Plate Recognition capability helping to deprive criminals of the use of the county's roads and assisting criminal investigations. This approach has been instrumental in the drive to tackle County Lines and organised crime.

## **Finance**

My Medium Term Financial Plan<sup>iii</sup> sets out my plans for four years (2019/20 – 2022/23) and outlines the resources available to the Chief Constable. It also outlines the resources for commissioning of victims' services and providing grants to support crime and disorder reduction. Our financial position relies upon various factors including the council tax precept, the annual announcement of the Home Office grant settlement and the Ministry of Justice's annual announcement regarding Victims' Services funds. While I favour longer-term financial planning cycles, the uncertainty and constantly changing fiscal environment means it is difficult to plan with any degree of financial certainty beyond the next twelve months. This necessitates that the Medium Term Financial Plan is reviewed and updated annually.

A key part of my role is to strike a balance in relation to being fair to the tax-payer and keeping the force sufficiently funded and as such, I will take every opportunity to work with

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<sup>iii</sup> The Medium Term Financial Plan for 2019-20 to 2022-23 is on my website <http://suffolk-pcc.gov.uk/wp-content/uploads/2019/02/Medium-Term-Financial-Plan-2019-20-to-2022-23.pdf>

the Home Office to bring a fairer funding settlement to Suffolk which reflects the cost of delivering policing over a significant geographic area.

In December 2018 the policing minister gave PCCs the ability to raise the policing element of the precept by up to £24 per annum for a Band D property. This was a difficult decision, because without the increase the policing capability across the county would be compromised. The precept increase will allow the Chief Constable to enhance police visibility and pro-activity across the county, and increase the Constabulary's capacity to deal with more complex investigations.

## **Workforce**

If the Constabulary is to meet the policing challenges it faces the workforce must be able to engage effectively with our diverse communities to build trust and confidence.

The proposed national Police Education and Qualifications Framework will introduce training requirements for new entrants. This will be a significant cost and resource pressure but should support an improvement to policing standards.

My commitment to increase the council tax precept has enabled continued recruitment of police officers and police staff which is important to both keeping Suffolk safe and improving the diversity of the workforce.

The Constabulary workforce, including its health and diversity, is regularly monitored through reports to my Accountability and Performance Panel. These reports are published on my website and enable ongoing discussion about how staff and officers are coping with the demands upon them, and what the force leaders are doing to encourage more diversity within the workforce.

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

Part of my role as PCC is the power to award grants for crime and disorder reduction and to commission services to support victims of crime.

The total commissioning budget for 2019/20 is £1.674m<sup>iv</sup> which includes £874k 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 evidence of local need. A key route to crime and disorder reduction funding is through my PCC Fund, administered by the Suffolk Community Foundation. The

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

decisions relating to all PCC grants and commissioned services appear on my website. These include explanations about the service provided and how outcomes will be monitored. I have entered into longer term commissioning for the following services:

The Norfolk and Suffolk Victim Care service is provided by Victim Support and was established in April 2018. This service meets the requirement upon my office to provide a Victim Assessment and Referral Service for any victim of crime and funding of £292k per annum has been committed until March 2020.

The countywide Independent Domestic Violence Advisor (IDVA) Service supports safety planning for high risk victims of domestic abuse. This service is delivered by Leeway Domestic Abuse Services. The funding commitment is approximately £520k per annum from 1 October 2018 – 30 September 2021.

### **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 activity. This is provided as a supplementary document to the Police and Crime Plan (Annex 1). Annex 2 sets out the Performance Management Framework arrangements that will apply for assessing performance.

### **Further information**

Further information about my role and the work of my office can be found at [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk) or by contacting the office on 01473 782773.