

Police and Crime Plan Performance Framework

SECTION 1: ARRANGEMENTS FOR MONITORING ACTIVITY

The activity within the Police and Crime Plan will be subject to updates at Accountability and Performance Panel (APP) and Audit Committee or updates published on the PCC's website, as appropriate. **It is proposed the reports to Accountability and Performance Panel will cover:**

- **Financial Monitoring Update** (each meeting);
- **Workforce:** Monitoring how the force is attracting, developing, recruiting and supporting its workforce including its approach to volunteering and staff well-being;
- **Improving confidence and satisfaction** Monitoring the force's approach to Public Confidence, Victim satisfaction and learning from complaints and correspondence (and feedback from public engagement);
- **Supporting Children and Young People** (to include safeguarding, preventing unnecessary criminalisation and engagement);
- **Supporting Vulnerable Victims** (to include data and context regarding the approach to tackling domestic abuse, sexual violence, modern slavery and hate crime and compliance in delivering the Victims Code);
- **Use of coercive powers** (including Use of Force and Stop and Search and update on external scrutiny by the Stop and Search Reference Group);
- **Tackling serious violence** (to include County Lines, violent crime, homicide and knife crime);
- **Responding to calls for assistance** (to cover handling calls from the public and data on emergency and non-emergency call handling and response).
- **Managing Offenders and reducing re-offending** (to include adult conditional cautions, managing offenders and delivery of the Integrated Offender Management Scheme);
- **Neighbourhood Crime and ASB** (to include data and approach relating to burglary, robbery, vehicle crime and ASB);
- **Keeping our roads safe** from criminality and illegal behaviour (annual);
- **The police response to Fraud** (annual);
- **Update from the Rural and Wildlife Crime Team** (annual);
- **Update on delivery of the Constabulary's Three-Year Plan** (annual).

All will be six-monthly reports unless stated above. In line with the Police and Crime Plan it is our intention to introduce a public questions mechanism in 2022 the details for which will be published on Accountability and Performance Panel section of the PCC's website. A full schedule of the reports to Accountability and Performance Panel will also be published on the PCC's website.

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In addition, the PCC will monitor information from the Chief Constable in relation to:

- Operational highlights, delivery and risks;
- Crime hot spots and proposals for tackling those;
- Compliance and capability in relation to the Strategic Policing Requirement;
- Police progress with the Government's National Policing Priorities;
- Data Quality;
- Protective Services and Counter Terrorism.

The PCC will also receive reports on the following which will be scrutinised and published:

- Inspections by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services;
- Complaints process and oversight requirements;
- Compliance with the Equality Act Annual Report;
- Independent Custody Visitors Annual Report;
- Custody Update Annual Report;
- Health and Safety Annual Report;
- Suffolk Safeguarding Partnership Annual Report.

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SECTION 2: TRACKING PERFORMANCE DATA:

In deciding the agreed suite of indicators regarding force performance, the PCC will ensure that those areas which are seen as challenges to the force from its own strategic assessment and outlined in activity in the Plan, will be covered in the reports set out above, with appropriate context, data and narrative. The table below provides the guide to where crime types will be reported.

Type of crime data	Where data and context will be reported
County Lines and Drug Supply, Serious Violence, Knife Crime and Homicide	Tackling serious violence report (APP) National Policing Priorities publication
Domestic Abuse	Supporting Vulnerable Victims report (APP)
Neighbourhood Crime (burglary, robbery, vehicle crime and ASB)	National Policing Priorities publication & Neighbourhood Crime and ASB report (APP)
Fraud	Responding to Fraud report (APP)
Modern Slavery	Supporting Vulnerable Victims report (APP)
People Killed and Seriously Injured on our roads	Keeping our roads safe report (APP) Roadsafe Board with partners
Sexual Abuse and Violence, Stalking and Harassment and Hate Crime	Supporting Vulnerable Victims Report (APP)
Cyber Crime	National Policing Priorities publication
Victim Satisfaction	Improving Confidence and Satisfaction Report (APP) National Policing Priorities publication

Data reporting will include the last 12 months v long term average crime rates and solved rates. Trends over time will be shown in specific charts. In respect of Government national policing priorities, we await further detail on the reporting mechanism for the national policing priorities and the plans for public release.

SECTION 3: MONITORING THE PLAN ACTIVITY (Based on the activity listed in the Police and Crime Plan)

	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
Priority Area 1: Improving the response to the public and the approach to solving and preventing crime whilst providing effective support to victims and management of offenders. The Constabulary will:		
1	Maintain, and where necessary enhance, its good emergency response and call-handling performance. Improve its processes for answering non-emergency calls and develop appropriate channels to report crime and contact the police.	Responding to calls for assistance (APP)
2	Keep people informed, and updated, once they have reported crime.	Three Year Plan Update (APP) Supporting Vulnerable Victims (APP)
3	Deliver quality investigations, by skilled professionals to solve crime and support victims.	Three Year Plan Update (APP) Solved rates picked up in subject specific reports to APP
4	Ensure compliance with the police elements of the Victim Code with a strong focus on how the force supports victims through the investigation. This will include what the force can do to better understand why victims do not wish to support an investigation, assessing victims’ needs and referring them to support services. This is particularly relevant in response to how the force deals with victims of Hate Crime, Domestic Abuse, Modern Slavery and Sexual Offences (including stalking and harassment) and how the police can identify those victims that are subject to repeat victimisation, are persistently targeted or are particularly vulnerable.	Supporting Vulnerable Victims Report (APP) There is also a mechanism through the Local Criminal Justice Board Victims and Witnesses Sub Group for reporting upon individual agency compliance. The processes for reporting are likely to have greater scrutiny in the forthcoming Victims Bill.
5	Maintain a continued focus on tackling the crimes which constitute violence against women and girls.	Supporting Vulnerable Victims Report (APP)
6	Ensure the way it works with young people supports effective engagement, safeguards young people, prevents unnecessary criminalisation and reduces reoffending.	Supporting Children and Young People (APP)

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	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
7	Reduce criminal exploitation by deterring and disrupting County Lines activity and report on its approach to reduce and tackle serious violence in the county (including knife crime and homicide).	Tackling Serious Violence (APP)
8	Prevent and tackle ASB, crime and disorder (with focussed activity in geographic hot spots).	Neighbourhood crime and ASB (APP)
9	Act on the changes in relation to offender management. This will include the use of adult conditional cautions, appropriate diversion for young people with the Suffolk Youth Offending Service and delivering the new Integrated Offender Management Strategy, to reduce reoffending.	Managing Offenders and Reducing Re-offending (APP) IOM Governance Board (Local Criminal Justice Board) Supporting Children and Young People (APP)
10	Strengthen the approach to fraud investigation, prevention and victim support.	Police approach to Fraud (APP)
11	Tackle rural and wildlife crime.	Update on the rural and wildlife team (APP)
12	Keep the roads safe by continuing to use enforcement (specifically around the fatal four: speeding, drugs and alcohol, seatbelts and mobile phone use) to deter illegal behaviour on our roads.	Keeping our roads safe (APP)
Priority Area 2: Working in partnership to keep communities safe: The Constabulary will:		
13	Support a countywide partnership approach to road safety through the Suffolk Roadsafe Board.	Keeping our roads safe (APP). Agreement of the multi-agency Suffolk Road Safe Strategy (due 2022).
14	Ensure it meets its statutory obligations in terms of working with other partner agencies as a responsible authority, safeguarding partner and criminal justice partner.	Participation of the Constabulary at CSP and Safeguarding and LCJB meetings and key risks and issues brought to the attention of the PCC. Public updates through reports to APP as appropriate.

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	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
15	Support a partnership problem solving approach to preventing Anti-Social Behaviour and crime.	Through working with CSP partners in respect of crime prevention solutions, ASB Community Trigger mechanisms and the County ASB steering Group.
16	Support solutions to improve the criminal justice system, bring offenders to justice and mitigate the increasing cost and workload pressures on the police.	Through effective engagement via Local Criminal Justice Board mechanisms and sub-groups.
17	Provide evidence of areas where improved partnership working could support the police to manage non-crime and criminal justice system demand and find solutions with partners to keep the public safe, consider the needs of young people and ensure victims and witnesses supported.	Ongoing with key partners on partnership fora for example: Children & Young People Steering Group; Safeguarding Partnership meetings; Local Criminal Justice Board (including Victims and Witnesses Sub-Group) and Countywide Suffolk Boards.
18	Communicate operational changes, where those changes impact the visibility of the service, and the way it works with partner agencies and the public on community safety and safeguarding.	Regular updates to partners and where necessary, communications plans agreed with the PCC, with regard updating the public (as and when necessary).
19	Ensure the capacity and capability required to meet the Strategic Policing Requirement obligations is appropriately considered within resource planning.	Reports to the PCC six monthly (through APP part II).
Priority Area 3: Effective organisational management of the Constabulary in relation to its people, its assets and its learning. The Constabulary will:		
20	Develop the professionalism and diversity of the workforce by: <ul style="list-style-type: none"> • Focussing on attraction, recruitment, retention and development of the workforce. • Making the workforce more representative of the communities it serves. • Delivering the requirements of the Policing Education Qualifications Framework. 	Workforce (APP)
21	Ensure the approach to people management includes effective processes to support the health, well-being and welfare of the workforce.	Workforce (APP)

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	Objective 1: An effective and efficient police force for Suffolk	Reporting arrangements/activity to support progress
22	Provide opportunities for young people through its cadet scheme, internships and apprenticeships.	Workforce (APP)
23	Make best use of volunteers in approved schemes where that can positively support and improve capacity.	Workforce (APP)
24	Comply with the equality duty and report progress with meetings its equality objectives.	Annual update to the OPCC with regard the Equality Act and Constabulary Equality, Diversity and Inclusion Strategy. Expected December 2022.
25	Ensure ethics, integrity and appropriate professional standards in the way it delivers policing (including transparency regarding its use of coercive powers including Stop and Search).	Published reports on Professional Standards. PCC oversight arrangements with PSD & the Independent Office for Police Conduct. Use of coercive powers (APP)
26	Improve data quality to support reliable and accurate performance and financial data on which to base decisions.	Updates to the OPCC on progress arising from the force's internal governance processes for data quality (six monthly).
27	Learn from audits, inspections and super-complaints to improve services to the public	Updates on audits reported to the PCC and Chief Constable's Audit Committee. HMICFRS inspections (and super complaints) published on the PCC website every time one is published (under PCC audit and inspection section).
28	Highlight to the PCC strategic issues relating to risk and operational need in delivery of specific functions to feed into effective future planning and resourcing decisions.	Regular updates from the Chief Constable to the PCC.
29	Use technology, to support effective value for money, innovation and environmentally sustainable solutions.	Financial monitoring reports (with regard investment) Updates from internal governance processes within the force.

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	The Chief Constable and PCC will:	
30	Ensure sound financial planning and budget setting through the Medium-Term Financial Plan and considered use of precept and reserves, which balances the need to keep people safe, with understanding the financial impact on local people.	Medium-Term Plan publications (reported to the Police and Crime Panel) Financial Monitoring Reports (APP) Audit Committee reports Reporting on precept investments (grey book publication)
31	Exploit government and other funding streams and grants where Suffolk Constabulary can benefit.	Ongoing, as opportunities arise.
32	Participate fully in contributing to the review of the funding formula.	Delivery of this is based on government timeframes.
33	Continue to consider where strategic collaboration with other agencies, benefits and supports policing in Suffolk.	Collaboration agreements are published on the PCC website. The Annual Governance Statement formally reports upon collaboration activity.
34	Explore how police funding can support the local and UK economy in force procurement of goods and services, whilst balancing that with the ambitions of cost savings through collaborated procurement across 7 police forces.	Monitored via 7 Force Strategic Collaboration Governance Arrangements
35	Ensure the police estate is fit for purpose and supports the maintenance of an efficient and effective 21st Century police service	Monitored via the internal Estates Management Board arrangements.
36	Consider its environmental impact and making the best use of scarce natural resources.	Constabulary Action Plan Engagement with partners on environmental strategy where appropriate.

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	Objective 2: Provide services which support victims of crime and invest in initiatives which reduce crime and disorder.	Monitoring arrangements/activity to support progress
1	Ensure quality service provision to support victims of domestic abuse and sexual violence including ensuring there are routes into support for those who do not wish to report to the police.	All grant awards published on the PCC website. (https://suffolk-pcc.gov.uk/the-commissioner/grants) Annual Report to the Police and Crime Panel (which reflects all commissioning activity) and reports on key indicators (such as number of victims supported). Activity will include commissioning the Suffolk IDVA service for delivery from 1.10.2023
2	Publish the PCCs commissioning strategy to meet the needs of victims of crime. As part of that work, we will consult with agencies that support victims of crime, consider where longer term funding might support sustainability and challenge government funding levels where it does not sufficiently meet local need.	Commissioning Strategy will be drafted by the Autumn 2022 (with appropriate consultation). Publication of strategy expected by December 2022. Suffolk OPCC feeds into regional, and national, Police and Crime Commissioner commissioning networks.
3	Listen to the views of victims of crime to enhance his commissioning approach and raise issues with community safety and criminal justice partners as appropriate.	To be considered in the PCC Commissioning Strategy – the PCC is regularly updated on victims’ experiences from commissioned services. Wider system collection is also being considered in multi-agency fora: Violence Against Women and Girls Steering Group and LCJB Victim and Witnesses Sub-Group.
4	Provide clarity regarding local services commissioned by the PCC and national services for victims of crime	Published on the PCC website and updates provided at public meetings and to appropriate partnership boards.
5	Support effective domestic abuse perpetrator provision to prevent abuse and reduce reoffending	The current provision is a multi-agency approach across Constabulary, ICENI, OPCC and SCC. Current provision is being formally evaluated and any learning included in the Managing Offenders Report. The PCC will utilise the evaluation to consider (with VAWG partners) future commissioning opportunities.
6	Use crime and disorder funding to divert young people from crime and work with the police and partners to reduce reoffending.	Needs assessment/evidence will be requested from partners to inform our commissioning strategy (published December 2022). We will also consider suitable applications through the PCC Fund.

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	Objective 2: Provide services which support victims of crime and invest in initiatives which reduce crime and disorder.	Monitoring arrangements/activity to support progress
7	Explore opportunities to co-commission with the new national probation service, where it adds value to reducing reoffending in Suffolk.	Quarterly meetings between the OPCC and Probation are already in place for 2022 regarding evidencing gaps in provision.
8	Support problem solving in local communities, by investing in solutions which reduce reoffending, prevent crime and disorder or improve community safety.	Quarterly PCC Fund Panel meetings (decisions published) and activity published in the PCC's Annual Report.
9	Consider with the Constabulary, areas where investment might reduce non-crime demand on the police.	The PCC will take advice from the force on grants, and PCC fund, submissions which seek to reduce demand on the police.
10	Consider match-funding opportunities with Community Safety Partners, where the initiatives meet shared priorities agreed by the Safer Stronger Communities Board.	Continue to involve CSP Chairs in the quarterly PCC Fund Panel; applications to the fund might highlight potential match-funding opportunities. The PCC will consider evidence from CSPs of need in their local areas where match-funding could make a difference to shared priorities/Police and Crime Plan ambitions.
11	<p>In reviewing our commissioning strategy, we will consider the following areas:</p> <ul style="list-style-type: none"> • Reducing reoffending and preventing crime; • Supporting fraud prevention, and ensuring support is available for victims; • Acting on any requirements for the PCC in relation to reducing serious violence, set through the Serious Violence Duty; • The impact of substance misuse on crime and disorder; • Supporting victims of road traffic collisions and support efforts to tackle the fatal four; • Supporting young people (this could include initiatives which divert young people from criminality or support, enhance their skills or crime prevention advice and support so they do not become victims); • Initiatives which reduce demand on the police in particular, policing the night-time economy, ASB and reducing crime and disorder in our towns; • The areas prioritised in partnership with the Safer Stronger Communities Board. 	<p>Publication of our commissioning strategy December 2022.</p> <p>The criteria for the PCC Fund will be reviewed in line with the Police and Crime Plan by April 2022.</p> <p>The PCC will liaise with responsible authorities once the implications of the Serious Violence Duty (and extent of PCC involvement) become clear.</p>

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	Objective 3: Engage with communities about policing and crime, and provide information about the work of the PCC and the Constabulary	Monitoring arrangements/activity to support progress
1	<p>Review and publish the plans for engagement with the public, this will include learning from the pandemic to ensure a range of meetings where the public can choose to attend on-line or in person around the county. As part of this work, the plans will include:</p> <ul style="list-style-type: none"> • Events around the county to support you to meet the PCC and the Chief Constable. • Holding ‘Ask the Chief and PCC’ events ‘on-line’ to ensure you can make contact and feed in views and ideas. • Improving engagement with under-represented groups. • Providing regular updates to local authorities and MPs. 	<p>Engagement Plan published on the PCCs website (April 2022). Following the Plan – subsequent event details will be distributed through networks, partner agencies and Police and Crime Panel members.</p>
2	<p>Feedback on the outcomes of engagement activity.</p>	<p>Updates will feed into six-monthly Improving confidence and satisfaction reports (APP)</p>
3	<p>Introduce a public question process into our Accountability and Performance Panel arrangements to enable members of the public to submit questions in advance of the meeting they would like to ask the PCC.</p>	<p>This will be introduced by the Spring 2022 and the process explained on our website.</p>
4	<p>Monitor victim satisfaction and public confidence, and work with the police to improve communication with the public and enhance confidence in the police.</p>	<p>Improving public confidence and satisfaction (APP)</p>
5	<p>Ensure it is clear how to correspond with the Office of the PCC to make your views known. If your concern is about operational policing or reflects a complaint about the police, with your permission, the PCC will direct your query to the Constabulary.</p>	<p>Detail published on the PCCs website. https://suffolk-pcc.gov.uk/contact</p>
6	<p>Include details on the PCC website how to contact your local Safer Neighbourhood Team.</p>	<p>Link published on the PCC and Constabulary websites (these will be updated as necessary).</p>

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	Objective 3: Engage with communities about policing and crime, and provide information about the work of the PCC and the Constabulary	Monitoring arrangements/activity to support progress
7	Continue to meet the statutory requirements around publication of information.	All specified information order requirements published on the PCC's website. https://suffolk-pcc.gov.uk/key-info
8	Act upon any recommendations for the PCC arising from inspections, super-complaints and audits.	Inspections and super-complaints are published on our website (with responses). https://suffolk-pcc.gov.uk/key-info/holding-to-account/hmicfrs-inspections-and-reports Audit findings considered at the Chief Constable and PCC Audit Committee.
9	Continue to support, with the Constabulary, the public scrutiny of the police use of stop and search, through the Stop and Search Reference Group	Continue, with the Constabulary, to purchase support to enable independent public scrutiny. SLA and contract monitoring arrangements in place. https://suffolk-pcc.gov.uk/key-info/holding-to-account/monitoring-performance/stop-and-search
10	Clarify the process regarding applications for crime and disorder reduction funding	Published on PCC website and Suffolk Community Foundation's website. To be reviewed in line with the new Police and Crime Plan by April 2022.
11	Continue to publish details about all grant awards and commissioned services on our website and communicate those projects and services with local policing colleagues, partner agencies and national bodies.	Published on the PCC website – and link provided under Obj. 2.
12	Publish an Annual Report which sets out his commissioning and activity.	Annual report published (October each year) following consideration by the Police and Crime Panel. https://suffolk-pcc.gov.uk/wp-content/uploads/2021/11/PCC-annual-report-20-21.pdf
13	Operate a Custody Visiting Scheme to ensure independent checks upon the welfare and rights of those in custody.	Annual Report on Custody Visiting Scheme published on the PCC's website (July annually). https://suffolk-pcc.gov.uk/get-involved/independent-custody-visitors

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	Objective 3: Engage with communities about policing and crime, and provide information about the work of the PCC and the Constabulary	Monitoring arrangements/activity to support progress
14	Monitor and publish information about how Suffolk Constabulary deals with complaints including the level and nature of complaints to ensure the force is acting appropriately and in a timely fashion. Dip-sample police complaints to ensure due process has been applied and undertake independent reviews of cases.	Complaints trends published within the improving public confidence and satisfaction report. Detailed complaints data and oversight information reported six monthly on PCC's website.
15	Publish an Annual Governance Statement, setting out the PCC's governance and internal control arrangements.	Annual publication each year in line with guidance.
16	Take opportunities to work with the media and to publicise information about policing and the role and work of the PCC to support public confidence.	Ongoing - press releases and media coverage to inform the public.
17	Utilise social media provides to communicate and engage with the public and respond to feedback.	Ongoing – we use this to promote awareness raising campaigns alongside the Constabulary and victim support services.

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	Objective 4: Work in partnership to improve criminal justice and enhance community safety	Activity to support progress
1	Ensure that investments in Crime and Disorder Reduction and victim services are effectively communicated to partners and the public	Regularly updated on the PCC's website and details shared.
2	Ensure the OPCC is present at meetings of those partnerships where the PCC has a role and can make a difference.	Regular attendance at Suffolk Public Sector Leaders, Health and Well-Being Board, Safer Stronger Communities Board and Local Criminal Justice Board including relevant sub-groups.
3	Work with partners which support him to improve systems and understand gaps, in order to advocate for victims, reduce reoffending, and prevent crime	Act upon information provided about system issues where his role could add value.
4	Reflect the Community Safety Partnership and Safer Stronger Communities Board priorities in commissioning, update those partners on his commissioning strategy.	Commissioning Strategy published December 2022, and updates provided. (Ref Objective 2 – action 11)
5	Through the Safer Stronger Communities Board and Suffolk Public Sector Leaders, exploit opportunities for government funding which support crime reduction and community safety	As and when opportunities arise (as in the past). For example, there will be further opportunities to submit Safer Streets Fund applications in partnership.
6	Co-operate with statutory, voluntary and private sector partners to supportive initiatives which benefit young people.	This will be considered through our commissioning strategy and remain a theme through the PCC Fund.
7	Understand the Serious Violence Duty and associated multi-agency responsibilities and act upon any responsibilities for the PCC.	The PCC will liaise with responsible authorities once the implications of the Serious Violence Duty (and extent of PCC involvement) is clear.
8	Lobby national bodies, including through the Association of Police and Crime Commissioners to support improvements for policing, criminal justice, community safety and victims.	Work with the APCC, Home Office and Ministry of Justice to improve approaches.
9	Work with the Suffolk Reducing Reoffending Group to understand gaps in provision, particularly for young people up to the age of 25.	Liaison with Probation, IOM, Policing and Youth Justice colleagues regarding future areas for consideration and evidence of need/gaps in the system for this age group.

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	Objective 4: Work in partnership to improve criminal justice and enhance community safety	Activity to support progress
10	Consider whether the PCC's Crime and Disorder funding could support or match fund provision to reduce reoffending.	This will be considered as part of the Commissioning Strategy. We will also consider suitable applications to the PCC Fund.
11	Take account of the lessons from the pandemic and the implications for implications for the criminal justice system	Engagement with the Local Criminal Justice Board mechanisms as appropriate. This engagement will, in due course, take account of any new responsibilities defined under the PCC review. The Government issued CJS scorecard is proposed to support LCJBs to take further action locally.
12	Deliver the requirements in the new Victims Code.	Monitored via the Local Criminal Justice Board and through the Supporting Vulnerable Victims Report to APP. Those requirements which impact PCC commissioned victims' services are part of the PCC conditions of award. Key OPCC activity - commissioning the Norfolk and Suffolk Victim Care service and the RJ service for delivery April 2023.
13	Understand the impacts on the force and partner agencies in terms of managing offenders	Monitored via the Local Criminal Justice Board workstreams and the Managing Offenders report to APP.
14	Consider with public sector leaders, including health commissioners and the Chief Constable, how the countywide approach to issues with impact public safety can be improved.	Through county safeguarding mechanisms, Suffolk Public Sector Leaders considerations and Health and Well Being Board agendas.
15	Monitor the Constabulary's role where it is a statutory partner on key partnerships as part of his governance role.	Internal updates from the Chief Constable
16	Work with partners to support and invest in awareness raising, including where there mechanisms nationally for victims of crime (particularly for victims of modern slavery and human trafficking) so the public and practitioners are supported to understand what is available and how to act on concerns.	Continue to invest in appropriate awareness raising activity through Safer Stronger Communities Board mechanisms.
17	Support responsive countywide systems for victims of crime.	Ongoing via work planning at SSCB and LCJB and those bodies sub-groups (such as VAWG) as appropriate.