

Commissioning Strategy: Setting the scene

The role of the Police and Crime Commissioner

The PCC has the statutory power to commission services to support victims and reduce crime and disorder under section 143 of the ASB, Crime and Policing Act 2014. These powers enable the PCC to provide direct support to victims to cope and recover from the impact of crime, and to reduce crime and disorder. The PCC does this primarily through to the voluntary sector, which can also have direct benefits for policing, statutory sector partners and the wider community.

The current landscape

The landscape around supporting victims and reducing offending has changed in recent years.

COVID has caused additional challenges, alongside opportunities via new government funding streams.

New legislation such as the Domestic Abuse Act has impacted the extent to which children are protected as victims in domestic abuse cases and alongside ensuring greater protection to support vulnerable victims and making improvements to dealing with offenders. It also proposes that there are opportunities for co-commissioning across PCCs, Health and Local Authority commissioners and the government's intention is to formalise this in legislation in the Victim's Bill.

The Police Crime, Sentencing and Courts Act 2022, recognises the role the police can play in diversion of adult offenders into support and rehabilitation. This is alongside, the recognition that children also need to be protected from unnecessary criminalisation and supported with out of court options where appropriate.

Government funding is available to support countywide system partners to deliver the 'combating drugs strategy' and 'serious violence strategy'. This is central to improving the system response to prevent peoples' lives being blighted by substance addiction or serious violence and to respond to victims of crime and offending behaviour. The Office of the Police and Crime Commissioner will engage in the work of both those countywide partnerships and, in relation to the Serious Violence Duty, has a role to liaise with the Home Office on behalf of duty holders to claim funding to support the development of the local strategy and interventions.

The Ministry of Justice published 'Supporting BAME Victims of Crime: Guidance for Commissioners' in May 2021 and other notable national policy such as the government Violence Against Women and Girls strategy, PCC Reviews 1 & 2 (which set out to enable new relationships between PCCs and Probation Services and to review how PCCs work with responsible authorities which make up Community Safety Partnerships) and the Victim and Prisoners Bill (2023) is likely to further shift the landscape and present opportunities for collaborated commissioning activity.

Super complaints, enabled by the Policing and Crime Act 2017, put a further microscope on practice in dealing with victims of crime and suggest improvements which impact PCC commissioning.

There is more focus on how public and voluntary sector partners can work and plan together. It is against this changing backdrop we are setting our commissioning strategy, to recognise what we must do and where we could potentially grow our collaborative approach.

All of the areas above and related policy guidance could have impacts on PCC commissioning.



Commissioning Strategy – How we work

Commissioning Principles

The Police and Crime Plan 2022-2025 recognises key principles to guide the PCC's commissioning as follows:

- ensuring a balance of generic and specialist services (based on need).
- that all victims of crime should have the opportunity to access practical and emotional support to help them cope and recover from the crime.
- all victims should be able to access support whether or not they wish to report to the police.
- where possible, longer-term funding to enable sustainability of services will be considered to support the voluntary and charitable sector in Suffolk.
- to work in partnership with other public authorities to improve the response for victims of crime.
- Services commissioned by the PCC abide by the Code of Practice for Victims of Crime.
- Look for opportunities to co-commission where the ambitions of the Police and Crime Plan align with other agencies in order to do more for the people of Suffolk.
- Continue to collaborate with the Constabulary and other OPCCs where that supports service delivery in Suffolk.
- Look for opportunities to reducing non crime demand on the police.
- Ensure transparency, not just to the public but to policing and statutory sector partners.

Commissioning Cycle

Our commissioning is based on concepts such as the "understand, plan, do, review" cycle, a focus on outcomes as well as value for money, and uses a combination of methods including procurement leading to a contractual agreement or a grant making process. Wherever possible we will publish opportunities for commissioning based on needs and gaps identified. Our procurement processes have a built-in focus on social value, comprising a minimum 10% of the evaluation score.

In addition, we will have regard to appropriate National Audit Office guidance, Ministry of Justice Commissioning Frameworks and guidance, and local policy and procedures.

Victims Services and Crime and Disorder Reduction

In relation to victims' services, funding is received from the Ministry of Justice (MoJ) with clear conditions and monitoring requirements which we work with service providers to meet. We are required to commission a referral service for all victims of crime (regardless of whether they have reported to the police); provide a Restorative Justice service; and have key services in place to support any victim of domestic abuse and sexual violence to receive practical and emotional support to help them cope and recover from the crime. The PCC supplements the MoJ Grant with his own commissioning budget in order to meet victim need in Suffolk.

In relation to funding which supports Crime and Disorder Reduction, the PCC has two approaches:

- Services which support specific intentions in the Police and Crime Plan are funded directly
 from the Office of the Police and Crime Commissioner and decision papers are published.
 Although the PCC's crime and disorder funding is largely aimed at the voluntary sector the
 PCC will, where need is evidenced, consider supporting statutory sector provision or match
 funding with Community Safety Partnerships.
- To provide support to smaller, local, grass roots projects, the PCC works closely with the Suffolk Community Foundation and Community Safety Partnership (CSP) Chairs to operate a PCC Fund Grants Panel.



The Police and Crime Plan also recognises the PCC's ambition that there is a balance to strike with larger contracted services and support to grass roots and local projects which directly support young people, crime and disorder reduction and reducing reoffending.

The Police and Crime Plan

We make a number of commitments in our police and crime plan which prioritise which areas we would like to consider funding over the next three years:

We have committed to the following considering our commissioning in the following areas:

- Reducing reoffending and preventing crime.
- Supporting fraud prevention, and ensure support is available for victims of fraud.
- Acting on 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.
- Provision for victims of road traffic collisions and how we can support efforts to tackle the 'Fatal Four'
- Supporting young people this could include initiatives which divert young people from
 criminality, enhance their skills or provide crime prevention advice and support so they do
 not become victims.
- Consider initiatives which reduce the demand on the police in particular policing the night-time economy, ASB and reducing crime and disorder in our towns.
- Consider the areas prioritised in partnership with the Safer Stronger Communities Board.

Sources of Funding and where they come from

The funding to support the PCC's commissioning comes via three sources:

- MOJ grant funding to support victims' services (approx. £1.5m per annum).
- PCC Commissioning budget (£860k) (including PCC Fund) via the HO Grant.
- Exploiting government funding opportunities.

A transparent approach

Every decision to commission or grant fund has a complementary decision paper which goes onto our public website following PCC approval. This outlines both the reason for the award, what will be delivered and how success will be monitored. An update is presented in the PCC's Annual Report.

Depending on the type of award, monitoring and interim reports will be provided by the grant recipient to either our office or the Suffolk Community Foundation. For our more significant contracts, quarterly contract monitoring meetings are in place.

Any decisions on commissioning of new activity will be shared on <u>our website</u>. We have a separate report on all our commissioned services and crime and disorder reduction grants which is updated quarterly and can be shared on request by emailing <u>spcc@suffolk.police.uk</u>



Developing our Commissioning – Next Steps

There is a key objective (Objective 2) in the Police and Crime Plan which focuses on the PCC's commissioning role. Getting this right relies on ongoing communication with key partners i.e. the Constabulary, Probation, Suffolk Youth Justice, local authorities and health partners.

Throughout 2022/23 the OPCC has consulted with senior constabulary staff regarding current commissioned services and obtain views regarding where commissioning could better support victims and reduce crime and disorder. There are further meetings planned with colleagues in Probation and Suffolk Youth Justice. As well as ongoing discussions with public sector and voluntary sector partners through the countywide Violence Against Women and Girls Steering Group with respect to supporting victims.

We recognise it is important that these commissioning discussions factor in partners' concerns and observations about what we commission.

Therefore, we are committed to:

A formal contact each year with CSP colleagues (through the CSP meetings). This will enable appropriate discussion with responsible authorities who have the duty to reduce crime and disorder in their area. We already invite each CSP Chair to our PCC Fund Panel meetings where we consider smaller scale grants. We believe there is greater opportunity to work with CSP partners to match fund areas of mutual interest.

The Community Safety Partnership is a group of responsible authorities – police, probation, local authorities, health, youth offending and the fire service. Each agency is directly compelled by the Crime and Disorder Act 1998 to work together to set various strategies for their areas. The legislation has recently been updated and now includes requirements for the following strategies: reducing reoffending; combatting drugs and tackling serious violence. The most recent change was the requirement (enacted from 31 January 2023) to develop a strategy to tackle serious violence.

There is an expectation that PCCs will co-operate and have due regard to responsible authorities' strategies and responsible authorities are required to have due regard to the Police and Crime Plan.

We remain committed, as outlined in our Police and Crime Plan, to seeking opportunities to work with, co-commission or match fund smaller scale initiatives with our partners based on evidence they have about gaps and concerns.

In terms of better understanding demand on the police we will also meet twice a year with colleagues in the police to communicate our commissioned services and get feedback around the gaps in the system where our funding could provide support.

Finally, and importantly, we will have regular contact with the services we commission, in terms of both monitoring funding awards but importantly, to ensure ongoing throughput of views from beneficiaries of the services about improvements for victims of crime.



PCC Commissioned Services and Grants - April 2023

Victim Services

Service/ Provider	Description	Date service runs until	Funding for 2023/24
Norfolk & Suffolk Victim Care Service (NSVC)	Free, confidential guidance and support to all victims or witnesses of crime whether or not the crime has been reported to the police. Support is available to adults and children and young people. The service also offers guidance to the victim as they navigate through the Criminal Justice System. The service is jointly commissioned by Norfolk and Suffolk Police and Crime Commissioners (PCCs) and managed by the national organisation Victim Support. Police referrals should be made on the basis of informed consent from the victim. Self-referral is available. NSVC also provide specialist support to standard risk victims of domestic abuse (DA).	31.3.2025	£316,301
The Restorative Justice (RJ) Hub	Restorative Justice (RJ) is a victim centred approach and brings those harmed or affected by crime or conflict and those responsible for the harm into communication. RJ can help a victim cope and recover from the impact or crime. The service is currently jointly commissioned by Norfolk and Suffolk PCCs and managed by the Norfolk and Suffolk Constabularies.	31.3.2025	£57,054
Specialist Supp	ort for Victims of Domestic Abuse and Sexual Violence	•	·
Independent Domestic Violence Advisory (IDVA) Service	The Suffolk IDVA Service provides high quality support for high-risk victims of domestic abuse (DA) from initial reporting to police through to support at court. Referrals to this service are through the police/MARAC. Specialist IDVAs provide support in court, to young persons, male victims and those from minority communities. The service is managed by Leeway Domestic Violence and Abuse Services. <i>Procurement for a new service is underway for delivery of the service from 1 October 2023</i> .	30.9.2023	£348k for the 6- month period (est £689,000 full year)
Anglia Care Trust	Money Advice Service for victims of DA. The service is accessed through the Domestic Abuse Outreach Service (DAOS), 24/7 Suffolk DA helpline or referral from other agencies/DA support organisations across Suffolk.	31.3.2025	£35,000
Alumah	Specific support to children and young people affected by DA in West Suffolk through a trauma intervention programme. Funding is utilised towards staff and organisation costs which directly supports this work'	31.3.2025	£6,500
Bury St Edmunds Women's Aid Centre	Contribution towards the Outreach Centre in Bury St Edmunds including staff and property costs. The Centre provides space for small group and recreational therapy as well as counselling rooms. It brings in external organisations to support victims with housing, legal and therapeutic needs and supports survivors to ensure their continued safety and recovery to break the cycle of DA. There is also support for male victims as well as women and children.	31.3.2025	£50,000



Service/ Provider	Description	Date service runs until	Funding for 2023/24
Compassion	The continued employment of the part time Lead Programme Facilitator to run support groups, one to one support and programmes for victims of DA in the Babergh area of Suffolk. A proportion of the funding will support the employment of the DA Project Manager. Compassion supports women and their families with advice, guidance and programmes in addition to providing information and signposting to those making enquiries.	31.3.2025	£20,000
Lighthouse Women's Aid	The funding will support the following roles to deliver the core services from the Centre as well as contributing to premises and overheads: Crisis Worker; Advice & Support Worker; Project Worker (facilitating programmes). Advice, guidance and programmes are delivered from the Centre, by telephone, online or face to face. The Centre supports predominantly in the Ipswich area of Suffolk.	31.3.2025	£75,000
Leeway – Children and Young Persons Outreach (CAYPO) service	of IDVA clients aged 5-15 who have experienced DA and are resident with a non abusive parent with group & one to one work. The support would continue when the children move into the community and are resettling into their new communities. There were 244 dependent children of high risk victims of DA in 3 months giving an indication of demand.	31.3.2025	£115,396
The Phoebe Centre (PHOEBE)	2 x VAWG outreach workers, training, administration, and some overhead costs. Support for women and children from Black, Asian, Minority Ethnic, and migrant communities in Suffolk. For victims of DA they help find safe temporary accommodation, completing visa applications, facilitate support groups, providing counselling and casework, and legal advice. Supporting women to access education and employment opportunities, and improve their English enables victims to become more independent and more able to leave abusive relationships.	31.3.2025	£45,000
Waveney Domestic Violence and Abuse Forum	Funding for a part time charity manager and the Advice and Guidance worker and contribute to the core costs of supporting victims of DA.	31.3.2025	£35,000
East Suffolk and North Essex NHS Foundation Trust (ESNEFT)	IDVA within a health setting to provide specialist support to elderly victims of DA. The IDVA is based at Ipswich hospital and will risk assess, provide short term support and refer any patient who is a victim of DA to appropriate services. The IDVA will also work to promote awareness of DA within the hospital and wider health community.	31.3.2025	£40,850
Brave Futures (formerly Fresh Start New Beginnings)		31.3.2025	£60,000
Restitute		31.3.2025	£30,000



Service/ Provider	Description	Date service runs until	Funding for 2023/24
	sexual violence or other serious violence including DA. The service provides practical and emotional support (including counselling where necessary), supporting clients through child protection processes and ensuring there is a reduction in harm and risk for all members of the family.		
Survivors in Transition	Funding for specialist trauma support for adult survivors of Child Sexual Abuse (individuals and group programmes), male victims of sexual assault and young people's (13+) support and therapy. Survivors in Transition (SiT) have been providing support for adult survivors of CSA and sexual violence in Suffolk since 2010.	31.3.2025	£90,000
Suffolk Rape Crisis	Contribution to the overall costs of "Outreach@SRC", staff salaries for three members directly delivering the outreach work, administration, management, and office overheads. One to one practical and emotional support, online courses and groups and face to face groups with women and girls who have been subject to sexual violence whether recent or historic.	31.3.2025	£90,000
Sexual Assault Referral Centre - (ISVAs)	Funding for 5 Independent Sexual Violence Advisors (ISVAs) within the service to focus on awareness and engagement with minority communities and specialist ISVAs for young people and those learning disabilities.	31.3.2025	£242,682
		Total	£1,997,783

National services for victims of Fraud, homicide, road crime, terrorism, road crime, domestic and sexual abuse are also available.



Reducing reoffending and preventing crime.

	Description	Date service runs until	Funding for 2023/24
Suffolk Constabulary, Iceni, Leeway and the OPCC	Funding for Domestic Abuse perpetrator programmes utilising Home Office funding.	31.3.2025	£320,059
The Compass	Towards a Community Outreach Worker. 1:1 practical support solely for clients who are ex- offenders, referred from probation, have substance misuse issues, criminal background. Funding is for 42 beneficiaries	30.6.2023	£3,500
Bridge Project	Towards the delivery of 'Keeping Safe' workshops for adults with learning disabilities and/ or autism covering a range of topics on safety, awareness raising sessions on Hate Crime and Domestic Abuse, and how to report being a victim of crime. Funding will support 42 beneficiaries.	30.9.2023	£4,200
Solo Housing (East Anglia) Ltd	Towards the Support Worker's salary and other associated costs of the service user. Intensive support for women in contact with the Criminal Justice System, including practical support, coaching/mentoring, and support into employment. The funding will support a maximum of 3 beneficiaries.	30.9.2023	£19,806
Suffolk Chinese Family Welfare Association	Towards a Support Worker providing holistic support on crime prevention and victim support. Dedicated 1:1 support to victims of crime within the Chinese community. Monthly training sessions and awareness raising sessions which are community led or in partnership with other agencies addressing issues within that month. Funding will support 300 beneficiaries.	30.9.2023	£4,260
Suffolk Refugee Support	Towards project work to reduce crime, vulnerability to crime, protect communities and improve criminal justice outcomes among settled refugees and asylum seekers in Suffolk. The project will have a particular focus on women and families, communities and online safety. Awareness raising sessions for young people on gangs, drug misuse and other harmful behaviours. Funding will support 350 beneficiaries.	30.9.2024	£20,000 (Year 1)
Selig (Suffolk) Trust	Funding to support the 'Springboard to Employment' programme. Intensive 1:1 support covering life skills, interview techniques and budgeting to transform homeless persons' lives into a more independent, crime free life. Funding will support 12 beneficiaries.	30.9.2023	£6,000
Forces Employment Charity	Towards Suffolk 'Project Nova'. Support for Suffolk-based Armed Forces Veterans within the Criminal Justice System to break the cycle of offending. Issues addressed are barriers to employment, such as mental health, homelessness, and substance misuse. During 2021/22, referrals increased by 79% when compared to the previous year. Funding will support 60 beneficiaries.	31.12.2023	£20,000
Suffolk Mind	Toward supporting victims of crime in Suffolk (except victims of domestic violence and abuse who can access other PCC funded specialist services) through support groups, an anxiety management course and counselling sessions. The project's aim is to support its participants to improve their mental health and improve and maintain their wellbeing through mentoring and shared experiences.	31.03.2024	19,914



Supporting fraud prevention, and ensure support is available for victims of fraud.

The National Economic Crime Victim Care Unit (NECVCU) is a team of specialist advocates working within the City of London Police that supports vulnerable people who have fallen victim to fraud and cyber crime, with the aim being to make them feel safer and reduce the possibility of them becoming a repeat victim.

Locally, Norfolk and Suffolk Victim Care supports victims of fraud.

The PCC is supportive of further prevention work being developed by Suffolk Constabulary and Suffolk Trading Standards.

Reducing serious violence

The PCC is working with partners to begin delivery on the Serious Violence Duty in 2023/24. Any PCC commissioning or grants will reflect the findings of the needs assessment.

The impact of substance misuse on crime and disorder.

Various PCC grants deliver awareness and support for victims or offenders where substance misuse is a factor, with referrals on to the specialist services provided in Suffolk. The PCC is participating in the countywide drug strategy work and will consider further commissioning in response to the needs assessment.

Provision for victims of road traffic collisions and how we can support efforts to tackle the 'Fatal Four'.

Road Victim Trust	Funded through the Driver Offending Retraining Governance Board for the first year of operation in Suffolk,	31.10.23
	the organisation will provide support for victims and families of killed and seriously injured road traffic collisions	
	in Suffolk.	

Supporting young people

Links also to reducing serious violence, reducing reoffending, substance misuse and other P&C plan areas.

Service/ Provider	Description	Date service runs until	Funding for 2023/24
Catch22 Suffolk Positive Futures	The project delivers an 'early intervention' approach to tackling crime and anti-social behaviour by providing a compelling alternative for young people through the delivery of sports-based activity. The project is designed to reach young people on streets and estates, at times when they are most in need.		£75,000
Rotary Youth Leadership Awards (RYLA)	Funding towards candidates' participation in the Rotary Youth Leadership Awards course. To support youth development and partnership working that will encourage young people to become positive advocates for law and order. The RYLA course provides the opportunity to increase the level	TBC	TBC



Service/ Provider	Description	Date service runs until	Funding for 2023/24
	of self-esteem and confidence of attendees, develop skills and improve the life changes of young people at risk of becoming disaffected, exploited or entering the criminal justice system.		
Access Community Trust	To support the youth project at Bungay Riverside Youth Club. Sessions, outreach, support and outdoor activities for young people who have been (or are vulnerable to be) involved in anti-social behaviour. Beneficiary numbers are 100 young people.	30.6.2023	£16,500
Northampton Saints Foundation	Continuation funding to support the 'Engage' Programme. A programme engaging the most vulnerable young people who are in, affected by, or on the periphery of crime and/ or gang culture. Beneficiary numbers are 20 young people	30.6.2023	£20,000
River Church	Towards football sessions and 1:1 support for males (16-25) at risk of offending, engaging in antisocial behaviour or being socially excluded, covering the town centre/college area of Ipswich. Beneficiary numbers are 100 males.	30.6.2023	£9,176
Wickham Market Parish Council	Towards an Outreach Programme for young people aged $13 - 18$ years. Work with young people to better understand their needs, to offer a safe meeting point, and engage in positive activities to reduce social isolation. The project aims to address identified ASB in the Wickham Market area. Beneficiary numbers are 30 young people.	30.6.2023	£3,000
Inspire Suffolk	Continuation funding to support and expand youth provision in an area of deprivation around Lowestoft. Support for vulnerable young people through engagement/ sport sessions, counselling and awareness raising workshops to reduce crime and disorder. Funding will support 500 beneficiaries.	30.9.2023	£19,196
Porch Project (merging with INSPIRE SUFFOLK)	Towards youth workers' salaries who support the delivery of the project. Detached youth workers facilitate sessions educating, informing and supporting vulnerable young people of Hadleigh and Great Cornard. The mobile units also provide a safe space for young people. Funding will support 250 young people.	30.9.2024	£20,000 (Year 1)
Suffolk Young People's Health Project	Towards the delivery and extension of detached youth work in other areas of deprivation in Ipswich. The detached youth workers will provide guidance and educational support on safety, crime and anti-social behaviour to help young people make the right choices. The project will create a youth-led safe space for young people. Funding will support 220 beneficiaries.	30.9.2023	£19,987
lpswich Community Media and Learning CIO	Weekly diversionary activities for disadvantaged young people (aged $13-18$) who have offended or are at risk of offending. Youth Workers will mentor, support and upskill the young people engaging in the project through music, radio, film and creative arts. The grant funding will support	31.12.2024	£18,250 (Year 1)



Service/ Provider	Description	Date service runs until	Funding for 2023/24
	53 beneficiaries per year. The grant funding will support 53 beneficiaries: 35 through intensive 1:1 support, and 18 through group work.		
Aspire Black Suffolk CIC	Towards a mentoring programme in schools for young men aged $11-16$ years to divert them from being drawn into criminal activity outside of the school setting. The project will focus on young men identified as having challenging behaviour, who are in isolation or at risk of exclusion. The young men will be supported to stay in school to develop life skills and with career opportunities following completion of the 38-week programme. Funding will support 100 beneficiaries.		£12,500
Be Me Like We	Towards the continuation of diversionary and preventative work for young Black and Mixed-Heritage young people aged 5 – 11 years. The project focuses on deterring its participants from being drawn into county lines activities and grooming through the development of an understanding of good citizenship, crime prevention and awareness raising and effective decision-making to avoid involvement in ASB and encounters with the criminal justice system. Funding will support 26 beneficiaries.		£700
Monkey Workshop CIC	Towards 'Project Oak' – an expansion of the project doubling their offer of 5 workshops and at a second site. Workshops which provide training, education, and development in a number of practical areas as well as mentoring for vulnerable young people aged 11 – 16 years. The project also receives referrals from SEN schools and pupil referral units in the area.		£20,000

Night-time economy, ASB and reducing crime and disorder in our towns. Reducing demand on the constabulary

Service/ Provider	Description	Date service runs until	Funding
lpswich Borough Council	PCC match funding for delivery of additional measures supporting the 'Safety of Women at Night' in Ipswich Town Centre and Waterfront. Delivery continues into 2023/24.	30.6.2023	£30,000 (from 2022/23)
Taxi Marshals	Taxi Marshals prevent bullying, queue jumping and anti-social behaviour whilst people are waiting in the taxi rank. They also intervene to prevent criminal activity (such as violence, sexual offences and harassment), support vulnerable people and help prevent pedestrians/traffic incidents. The scheme operates in Ipswich Town Centre.	30.9.2024	£5k per annum, subject to review
Anglia Care Trust	The Mediation service provides a facility for police officers and staff to refer neighbourhood dispute cases to. The types of issues addressed include neighbour disputes, anti-social behaviour, family conflict, property boundaries, parking, harassment and litter. A key aim of the service is to reduce demand on the Constabulary.		£19,387



Service/ Provider	Description	Date service runs until	Funding
Town Pastors	Trained volunteers support people in need, helping people to get a taxi or waiting with vulnerable people, defuse potentially aggressive situations, provide advice and encourage safe behaviour for all. They work as a team alongside the police, taxi drivers, door staff, CCTV staff and others who are involved in managing the night-time economy. The scheme operates in 8 towns in the county.	ТВС	TBC
Suffolk Lowland Search and Rescue (SuLSAR)	SuLSAR provide teams of trained volunteers and specialist equipment at short notice to assist the police with a variety of search needs. Without the service SuLSAR provides, searches would be solely reliant on available police resources. In addition to the need to safeguard vulnerable people and prevent harm, the response to these incidents may lead to uncovering exploitative and criminal behaviour such as child abuse, human trafficking and County Lines drug activity. A successful outcome can stop or minimise further disappearances and enable safeguarding measures and support for victims of crime to be put in place.	30.9.2024	£10,000 per annum