

**ORIGINATOR: HEAD OF COMMUNICATIONS  
& ASSISTANT CHIEF EXECUTIVE**

**DECISION NUMBER: 35 - 2025**

**SUBMITTED TO: POLICE AND CRIME COMMISSIONER**

**SUBJECT: ANNUAL REPORT 2024-25**

**SUMMARY:**

1. The Police Reform and Social Responsibility Act 2011 (the Act) requires that each Police and Crime Commissioner (PCC) must produce an annual report on the exercise of the PCC's functions in each financial year, and the progress made in meeting the PCC's police and crime objectives, as set out in the PCC's Police and Crime Plan.
2. The Act also requires PCCs to send the Annual Report to the relevant Police and Crime Panel (PCP).
3. This report presents the Annual Report for consideration and seeks approval to send the Annual Report to the Police and Crime Panel meeting on Friday 10th October 2025.

**RECOMMENDATION:**

It is recommended that the PCC:

1. Approves the Annual Report (attached at Appendix A).
2. Agrees to send the Annual Report to the Police and Crime Panel.

**APPROVAL BY: PCC**

The recommendation set out above is agreed.

A handwritten signature in black ink, appearing to read "Tim Parry". The signature is written in a cursive style with a large initial 'T'.

**Signature:**

**Date:** 4 December 2025

## DETAIL OF THE SUBMISSION

### 1. KEY ISSUES FOR CONSIDERATION:

- 1.1 The requirement to produce an annual report is set out at Section 12 of the Act:

*“12 Annual reports*

- (1) Each elected local policing body must produce a report (an “annual report”)*

*on—*

- (a) the exercise of the body’s functions in each financial year, and*
- (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body’s police and crime plan.*

*(2) As soon as practicable after producing an annual report, the elected local policing body must send the report to the relevant police and crime panel.*

*(3) The elected local policing body must attend before the panel at the public meeting arranged by the panel in accordance with section 28(4), to—*

  - (a) present the report to the panel, and*
  - (b) answer the panel’s questions on the report.*

*(4) The elected local policing body must—*

    - (a) give the panel a response to any report or recommendations on the annual report (see section 28(4)), and*
    - (b) publish any such response.*

*(5) It is for the police and crime panel to determine the manner in which a response to a report or recommendations is to be published in accordance with subsection (4)(b).*

*(6) An elected local policing body must arrange for each annual report to be published.*

*(7) It is for the elected local policing body to determine the manner in which an annual report is to be published.”*

- 1.2 The Annual Report for the financial year 2024-25 is attached at Appendix A to this decision paper. It is recommended that the PCC approves the Annual Report and agrees to send the Report to the Police and Crime Panel.

### 2. FINANCIAL IMPLICATIONS:

- 2.1 There are no direct financial implications arising from the consideration of this paper.

### 3. OTHER IMPLICATIONS AND RISKS:

- 3.1 There are no implications or risks arising from the production of the annual report.

### 4. RECOMMENDATION:

- 4.1 It is recommended that the PCC approves the Annual Report (attached at Appendix A) and agrees to send the Annual Report to the Police and Crime Panel.

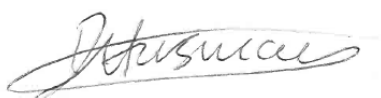
ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	NO
Has the PCC's Chief Finance Officer been consulted?	YES
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Have human resource implications been considered?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
Have all relevant ethical factors been taken into consideration in developing this submission?	N/A

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

#### APPROVAL TO SUBMIT TO THE DECISION-MAKER

##### Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.



**Signature:**

**Date:** 4 December 2025

# SUFFOLK POLICE & CRIME COMMISSIONER

ANNUAL REPORT 2024/25



# Contents

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Introduction by Tim Passmore	<b>4</b>
The role of your PCC	<b>6</b>
Chief Constable's statement	<b>9</b>
Chief Executive's update	<b>11</b>
Chief Finance Officer's update	<b>13</b>
The budget	<b>14</b>
How your money is improving policing in Suffolk	<b>16</b>
Suffolk's Police and Crime Plan	<b>18</b>
Delivering an efficient and effective police force	<b>20</b>
Commissioning services to support victims and reduce crime	<b>22</b>
Crime and Disorder Grants	<b>25</b>
Impact of grants	<b>26</b>
Police and Crime Commissioner's Fund	<b>28</b>
PCC's Fund Impact	<b>30</b>
Domestic Abuse Perpetrator Fund	<b>34</b>
Safer Streets	<b>35</b>
Consultation and engagement	<b>36</b>
Working in partnership	<b>38</b>
Volunteers continue to play crucial role in policing	<b>40</b>
Looking forward	<b>42</b>
Chief Officers' Remuneration	<b>44</b>
Contact details	<b>45</b>



# INTRODUCTION

## BY TIM PASSMORE

I am very pleased to start my introduction this year by reporting Suffolk continues to be a very safe place in which to live, work, travel and invest.

According to the data from the Office for National Statistics our county has the third lowest recorded crime rate in the country. I would like to congratulate the force for its endeavours and all the other organisations who work with us in partnership. This includes the private sector, and voluntary and charitable organisations.

Of course, we all know this is only part of the story because not all crime is reported according to the Crime Survey for England and Wales so there remains a great deal of work to do to keep crime rates down. This survey has also unfortunately underlined the urgent necessity to do all we can to improve trust and confidence in policing nationwide.

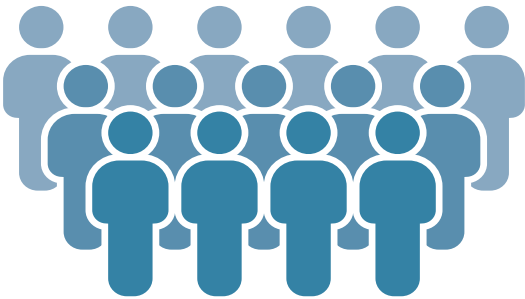
On that matter, there is encouraging news. The new county policing model, which commenced in December 2023, coupled with the final phase of the previous uplift programme, has

been well received by businesses and residents across Suffolk.

Suffolk has more police officers than ever before, around 1,430, and the new model has raised uniformed visibility – something as Police and Crime Commissioner I have consistently requested. This undoubtedly has improved public confidence and contributed to reassurance and a general feeling of security.

There are also grounds for optimism with regards to raising detection rates which will be assisted by the latest direct entry programme for detectives into Suffolk Constabulary. However, please note overall the workforce is still relatively inexperienced and it takes time for these improvements to be seen in the performance data.

The investment in the new digital desk and the rapid video response technology is also yielding significant improvements. The funding for this came from the extra council tax revenue and this was once again a result of public comment and request. The rapid video response is particularly useful for supporting victims of domestic violence and bringing



### Size & scope of the job

- 42% of the population live in rural areas
- Cost of policing per person per day is 65 pence
- Workforce establishment of 1,047 (at 31.03.2025)
- Number of officers 1,430 (at 31.03.2025)
- 1.8 officers per 1,000 residents
- Policing budget of £183.241m in 2024/25



### Geography & scale

- 1,500 sq miles
- 60 miles of coastline
- 480 villages and hamlets
- 3 major ports and 28 marinas



offenders to justice. I am confident this type of technology will be used increasingly in other crime fighting areas.

Right Care Right Person is an initiative for addressing not only policing demand from residents suffering with mental ill-health but ensuring those in need are attended by suitably qualified practitioners. After all, whilst officers will always respond if there is a threat to life or a crime in progress, too many requests for attendance are not relevant for policing. The initiative is working well and is a great example of good communication and explanation to the public and service provider. This shows once again the power of collaboration and a joined-up approach – something Suffolk is rightly recognised for nationally.

In any society there will always be areas of criminality and exploitation and the Home Office mandated an initiative called Clear, Hold, Build to deal with this. The focus is on a tightly defined area where there is evidence of organised crime activity, violence and exploitation. The programme begins with robust police enforcement (Clear) maintaining the police presence, so criminals do not return (Hold) followed by community intervention to make the area attractive for people to live and work by harnessing civic pride and community involvement. In Felixstowe the programme is



### People & politics

- Population of approx 776,230
- 8 Members of Parliament
- 6 local authorities
- 31,025 businesses



now entering the build phase which is where I am ready to help with our crime disorder and reduction grant programme. This presents exciting opportunities across the county as more areas are designated for this important work.

Our commissioning work has once again received many accolades for looking after victims and helping young people make the right choices in life and turn away from criminality – details can be found later on in this report.

Overall, a good year and I was delighted and privileged to have been re-elected again as Suffolk's Police and Crime Commissioner.

Lastly, I would like to thank everyone in the Constabulary, the team who work with me and yourselves, as it is the working together that makes our great county such a wonderful place in which to live, work, travel and invest.

**Tim Passmore**  
**Police and Crime Commissioner for Suffolk**



# THE ROLE OF YOUR PCC

Police and Crime Commissioners were originally introduced in 2012 across 41 police force areas in England and Wales. I was democratically elected in November 2012, re-elected in May 2016, May 2020 and again May 2024.

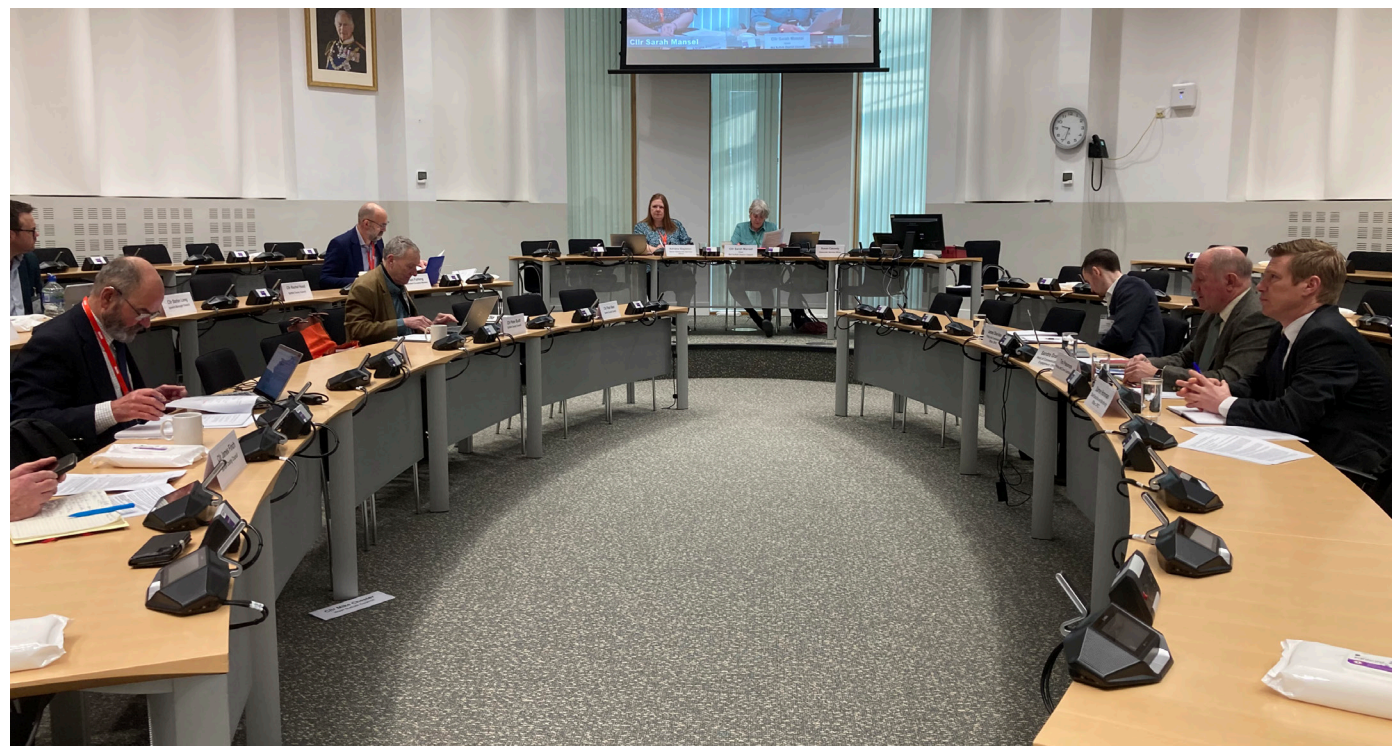
As Suffolk's Police and Crime Commissioner, I represent you and your concerns, ensuring the policing needs of your community are met. Each PCC and their respective Chief Constable were established in law as corporations sole within the Police Reform and Social Responsibility Act 2011. Chief Constables are charged with the direction and control of all constables and staff within the police force that they lead. The PCC must not fetter the operational independence of the police force and the Chief Constable who leads it.

The public accountability for the delivery and performance of the police service is placed into the hands of the PCC on behalf of their electorate. The PCC has a mandate to set the strategic objectives of their force area in

consultation with the Chief Constable. PCCs are accountable to the electorate and the Chief Constable is accountable to their PCC. The Police and Crime Panel within each force area is empowered to maintain a regular check and balance on the performance of the PCC in that context.

The PCC has the legal responsibility to:

- set the strategic direction and objectives of the force through the Police and Crime Plan, which must have regard to the Strategic Policing Requirement set by the Home Secretary.
- appoint the Chief Constable; and dismiss if necessary.
- scrutinise, support and challenge the overall performance of the force against the priorities agreed within the Police and Crime Plan.



*The Police and Crime Panel challenges and supports me in my role. I sit before the panel four times a year. The meeting held at the county council's HQ in Ipswich is open to the public.*

- decide the budget, allocate assets and funds to the Chief Constable; and set the precept for the force area.
- provide the local link between the police and communities.
- prepare and issue an annual report to the Panel on the PCC's delivery against the objectives set within the Police and Crime Plan.
- ensure that all collaboration agreements with other Local Policing Bodies and forces deliver better value for money or enhance the effectiveness of policing capabilities and resilience.
- responsibility for the enhancement of the delivery of criminal justice in their area.

In addition, the PCC has the power to:

- bring together Community Safety Partnerships at the force level.
- make crime and disorder reduction grants and commission services for victims of crime within their force area.
- enter into collaboration agreements with other PCCs, other policing bodies and partners that improve the efficiency or effectiveness of policing in consultation with the Chief Constable.

## Holding the Chief Constable to account

I hold the Chief Constable to account against the areas identified within my Police and Crime Plan Performance Framework.

It is really important that this process is open

and transparent. Accordingly, the Accountability and Performance Panel meetings are held in public and give the electorate the opportunity to see me challenge the Chief Constable on the Constabulary's performance.

The public can attend these Accountability and Performance meetings in person or view them online. The meetings are also recorded and available to view on the PCC website.

## Police and Crime Panel

In my role I am challenged and supported by the Suffolk Police and Crime Panel which comprises 11 representatives of the county's six councils and two co-opted independent members.

The Police and Crime Panel has the role of scrutinising my performance as PCC. It also challenges and supports my activities over a range of areas, including delivery of my Police and Crime Plan.

The Panel has a role in the handling of complaints against the PCC and the confirmation of key staff posts within my office, and the recruitment of the Chief Constable.

Over the past year panel members have questioned me on many aspects of my work, including the progress towards achieving the strategic objectives as set out in the Police and Crime Plan.

In January each year I present my proposal for the Council Tax increase for the policing element of the precept to the panel. I was very pleased that in January 2024 the panel supported my plan to increase the precept by 4.9% - which equates to a £13 annual increase for a Band D property - for the 2024/25 financial year.

Further details of the Panel, and papers from the meetings, are available on Suffolk County Council's website: [www.suffolk.gov.uk](http://www.suffolk.gov.uk).



# CHIEF CONSTABLE'S STATEMENT

This Annual Report reflects another year of dedicated service by Suffolk Constabulary. Our officers, staff, and volunteers continue to demonstrate professionalism, integrity, and commitment to keeping Suffolk one of the safest counties in the country.

This year, we have built upon the strong foundations focusing on people, fairness, safety and justice laid out in my Chief Constable's Delivery Plan, which directly supports the PCC's Police and Crime Plan. Our shared themes and priorities - ensuring an efficient and effective police force, supporting victims, engaging with communities, and working in partnership - remain central to everything we do.

Suffolk continues to benefit from some of the lowest crime rates nationally, a testament to the hard work and high standards of our workforce. We have maintained our establishment of approximately 1400 officers and 900 staff, the highest in the force's history, and continued to invest in their development through our leadership and wellbeing programmes. Our officers are not only highly trained but also deeply embedded in the communities they serve thanks to our revised operating model. The national Neighbourhood Policing Guarantee will ensure continued investment in this area and see our Community Policing Teams grow over the next four years and centre our efforts on prevention and engagement activities which tackle criminal behaviour at the very earliest moment.

We are embracing innovation to meet the evolving demands of modern policing. This year, we have expanded our use of emerging technologies to enhance performance and efficiency. From digital case management systems to advanced data analytics, process automation and mobile technology, we are equipping our teams with the tools they



need to respond swiftly and effectively. Our investment in transforming the Contact and Control Room is already improving public access and service responsiveness, and we are committed to ensuring this vital function remains fit for the future.

We have also made significant progress in embedding a culture of fairness, inclusion, and transparency. Our efforts to build a workforce that reflects Suffolk's diverse communities are ongoing, and we remain focused on creating a workplace where everyone feels valued and supported.

Looking ahead, we will continue to work closely with the PCC and our partners to deliver on our shared vision for a safer Suffolk. I am confident that, together, we will continue to meet the challenges ahead with resilience, innovation, and a steadfast commitment to public service.

**Rachel Kearton**  
**Chief Constable, Suffolk Constabulary**







# CHIEF EXECUTIVE'S UPDATE

The year 2024/25, has been both a year of change and continuity. In May, Tim Passmore, was elected, on a strong public mandate, as the Police and Crime Commissioner for Suffolk for the fourth time, one of only two PCCs nationally to achieve this longevity.

Following the election, the team at the Office of the Police and Crime Commissioner worked hard developing a new Police and Crime Plan for Suffolk. This builds on the successes of previous Plans while having an even stronger focus on young people and reducing reoffending.

Following significant engagement with the public and partners across Suffolk, the Police and Crime Plan 2025-2029 was endorsed by the Police and Crime Panel in early 2025 and provides a strong statutory focus for the Constabulary, the OPCC and partners over the coming term.

Under the PCC's strong governance, the Constabulary continues to perform well and has consolidated Suffolk's position as one of the safest counties in the country while also maintaining high levels of public confidence. The OPCC has been heavily involved in monitoring the impact of the Neighbourhood Policing Model introduced in late 2023 and improvements in the Contact and Control Room both of which have led to significant improvements in the service being delivered to the public.

The general election in July brought a change in national government. This has led to a significant national programme of reform. In February, Norfolk and Suffolk were included in the Devolution



Priority Programme which is expected to lead to the establishment of a Mayoral Combined County Authority in May 2026, followed by changes to our council structures. In December, the Home Secretary announced a white paper on Police Landscape Reform would be published in 2025 setting out proposed changes to national performance monitoring from the Home Office and changes to the policing protocol.

While the implications of these changes are still uncertain, they will impact both the national and local context in which the Constabulary and the OPCC operates. Going into this change the OPCC in Suffolk is in a strong position with a well performing force, established governance processes and policies and strong connections with partners, so it can help shape proposals.

This position has only been achieved because of the hard work and dedication of the staff within the OPCC, our colleagues throughout Suffolk Constabulary and our partners across the county, and I would like to thank them for their ongoing commitment and collaboration.

**Darren Horsman**  
**Chief Executive and Monitoring Officer**





A £75k Crime and Disorder Reduction Grant from the PCC allows Catch 22 Suffolk Positive Futures to offer a county-wide sports based social inclusion youth project

In 2024/25, the Suffolk Police and Crime Commissioner and the Constabulary delivered a robust financial performance. The revenue position for the Group, after the use of reserves, is an underspend of £3.660m. The capital position is an underspend of £1.944m.

The revenue position was driven by income from investment returns, grants, and fees and planned cost savings of £1.331m were fully delivered in year. The Constabulary successfully met the Government's officer headcount target of 1,425 officers which enabled full access to ringfenced funding of £3.828m.

The Capital Programme underspend was largely attributable to timing delays in Estate and ICT schemes, with £1.892m in slippage carried forward into 2025/26. Capital expenditure during the year was prudently funded through revenue contributions, preserving capital financing reserves and reducing reliance on external borrowing.

The PCC's commissioning budget of £3.6m was predominantly funded by grants from the Ministry of Justice and the Home Office. These funds supported a range of initiatives across victim services and crime reduction efforts. While the majority of grants were fully utilised, minor underspends were returned to the respective departments.

The resulting surplus was allocated to reserves as follows: £3.480m to the Budget Reserve, £164,000 to the PCC Reserve, and £16,000 to the Crime and Disorder Reduction Reserve. Consequently, total general and earmarked reserves increased to £32.5m as at 31 March 2025.

Outlook for 2025/26

Looking ahead, the financial landscape for policing remains challenging. Inflationary pressures persist, and assumptions for pay and non-pay inflation within the 2024/25 MTFP were revised upwards for 2025/26, following higher-than-expected pay



awards in 2024 and slower-than-anticipated reductions in inflation.

The Constabulary continues to face high volumes of complex demand and Government priorities for policing in 2025/26 include:

Increasing the number of officers, PCSOs, and special constables in neighbourhood policing teams;

- Tackling violence against women and girls
- Reducing knife crime
- Addressing antisocial behaviour
- Enhancing public confidence in policing.

To support these objectives, Suffolk has been allocated £1.8m in new grant funding in 2025/26 to expand Neighbourhood Policing personnel. The Government has also emphasised the need for increased efficiency and productivity, launching the Commercial Efficiencies and Collaboration Programme to drive future cost savings.

Colette Batson  
Chief Finance Officer



# THE POLICING BUDGET FOR 2024/25

Suffolk’s budget for policing in 2024/25 is £183.241m, which remains one of the smallest budgets of all forces nationally.

The cost of policing per day, per head of population, is 65p which makes Suffolk Constabulary excellent value for money.

As your Police and Crime Commissioner, setting the budget is one of my most important responsibilities. I must ensure that the Constabulary has the resources needed to provide an efficient and effective service, whilst ensuring that I use Suffolk taxpayers’ money for the maximum benefit.

Suffolk remains one of the lowest-funded forces in the country and faces significant challenges. In addition to our government funding I use the council tax precept to raise funds for policing.

The additional 4.9% raised through the council tax in this financial year gives the Constabulary the resources it needs to keep pace with the increased demands.

By increasing the precept the average payment for the policing element of the Council Tax in Suffolk increased from £262.62 to £275.58 per year for 2024/25 (based on a Band D property).

Full detail of the impact of this precept increase and of previous financial years can be found on my website.

## THE OFFICE OF THE PCC BUDGET

The budgeted cost of the office in 2024/25 was £1.033m, which is still significantly less than the cost of the office in 2013/14, which was £1.257m.

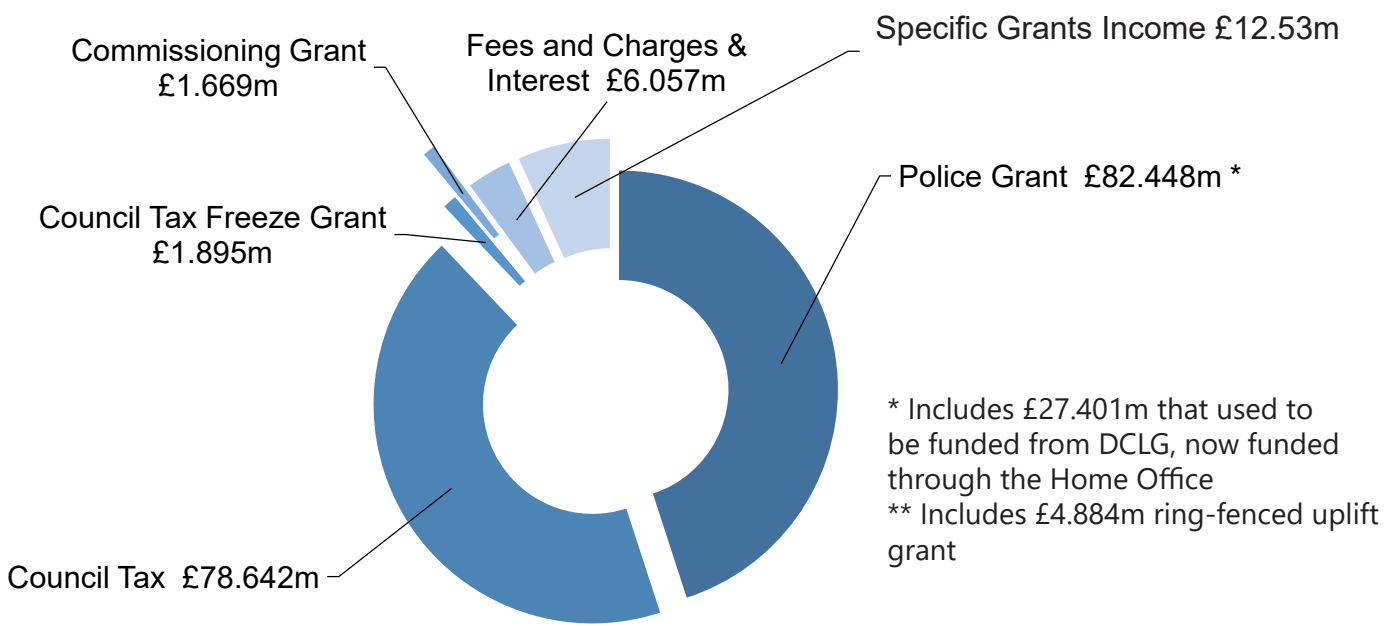
The breakdown of the current budget is listed below:

How my office budget is spent:	
Employee Costs (pay & travel)	£667,520
PCC Costs (salary & travel)	£101,780
Supplies & Services, fees and contingency	£156,200
Internal & External Auditors and Audit Committee	£107,500
<b>Total:</b>	<b>£1.033m</b>

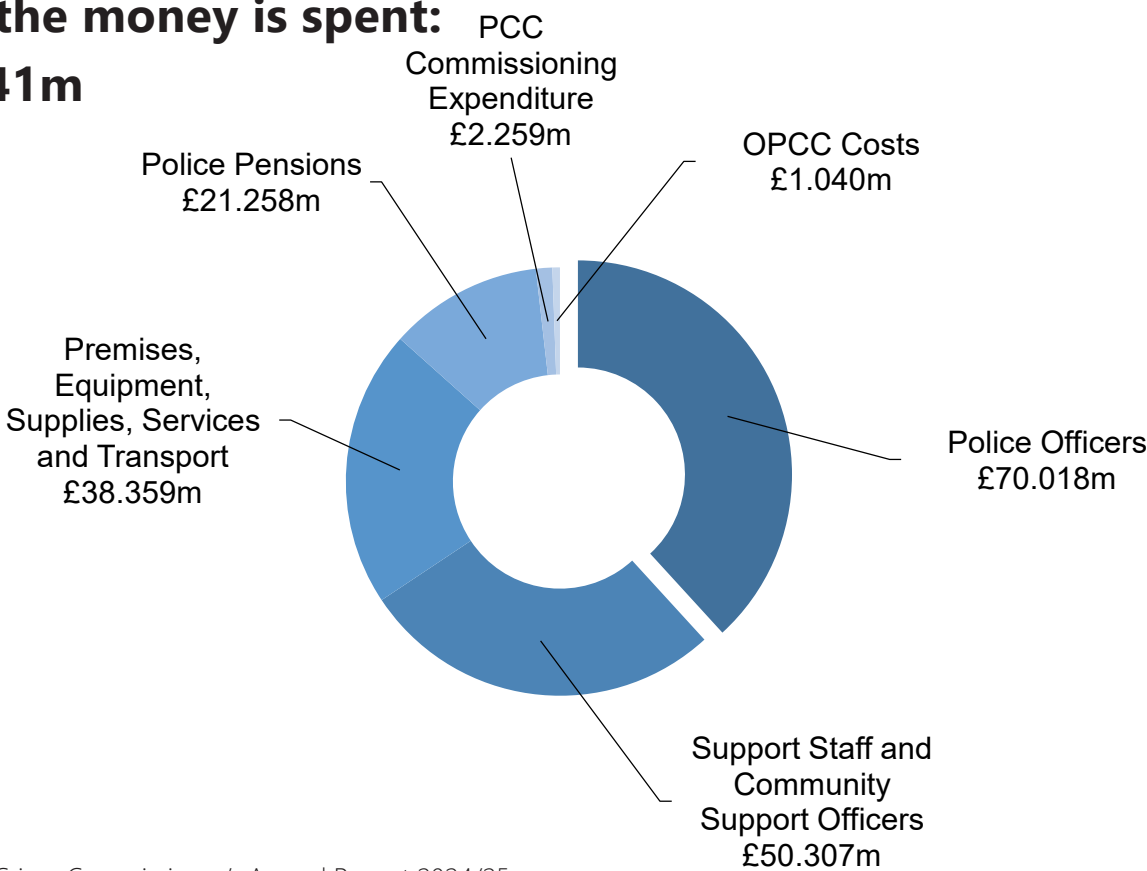
More information on the cost of the Office of the PCC, including detail of salaries and expenses, can be found on our website, [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk).

# HOW THE 2024/25 POLICING BUDGET IS SPENT

## Where the money comes from: £183.241m



## Where the money is spent: £183.241m



# HOW YOUR MONEY IS IMPROVING POLICING IN THE COUNTY

As your Police and Crime Commissioner, setting the budget is one of my most important responsibilities. I must ensure that the Constabulary has the resources needed to provide an efficient and effective service, whilst ensuring that I use Suffolk taxpayers' money for the maximum benefit. I will continue to hold the Chief Constable to account on all financial matters accordingly.

Setting the budget, and the level of council tax we all pay for policing in the county, is not a decision I take lightly. It is always a difficult balance and this year, the financial situation we find ourselves in nationally has presented additional challenges. We face economic uncertainty but we must deliver an

efficient and effective police force, which is sustainable, in the face of this uncertainty.

Suffolk remains one of the lowest-funded forces in the country and faces significant challenges. In addition to this, demands on policing are ever growing. We have taken significant steps towards managing these demands and will continue to do so.

Following extensive consultation, firstly with the Chief Constable, and then more widely with partners, stakeholders and the public, I decided to propose an increase the policing element of the council tax for the next financial year (2025/26) by the full 5.06% permitted by the Policing Minister.



As I have done in past years, before I presented my proposal to the Police and Crime Panel. I consulted the public via an on-line survey. Of the 465 respondents surveyed 59% supported the proposal.

In January 2025 I took my proposal to the Police and Crime Panel, the scrutiny body for PCC. The panel supported my proposal to increase the precept by 5.06%, which equates to an increase of £14 a year for a Band D property. Ten panel members voted for my proposal and 1 voted against.

Whilst we will receive an increase in core government funding on last year, this does not cover the impact of inflation and the increased costs we are having to pay, so the increase in council tax is essential to cover this. The additional funding will increase the policing budget by £3.4m and give the Constabulary the resources it needs to keep pace with the increased demands placed upon it.

I can absolutely assure everyone, the Constabulary has undertaken an extensive savings and budget setting exercise aimed at

delivering the right levels of service in the right areas, and this will continue to ensure we are providing the best possible value to the Suffolk taxpayer.

I have a duty to maintain an efficient and effective police force for Suffolk and in order to meet the costs of inflation, pay awards and other cost pressures. Regretfully I felt I had no option other than to propose increasing the precept by 5.06%. This enables us to maintain a standard of service that Suffolk communities expects.

At a time when demands on policing are growing ever more rapidly, it is essential that the Constabulary is properly resourced and equipped to deliver a high-quality service and ensure Suffolk continues to be a safe place in which to live, work, travel and invest.

As the population of Suffolk grows, develops and diversifies, this proposed additional funding will go a long way in enabling us to ensure the Constabulary continues to provide a good policing service to all Suffolk's communities.

## This is what the 5.06% increase looks like for all the Council Tax bands in 2025/26 :

Council Tax band	2025/26 rate (£)	Annual increase (£)	Weekly increase (pence)
A	193.02	9.30	0.18
B	225.19	10.85	0.21
C	257.36	12.40	0.24
D	289.53	13.95	0.27
E	353.87	17.05	0.33
F	418.21	20.15	0.39
G	482.55	23.25	0.48
H	579.06	27.90	0.54

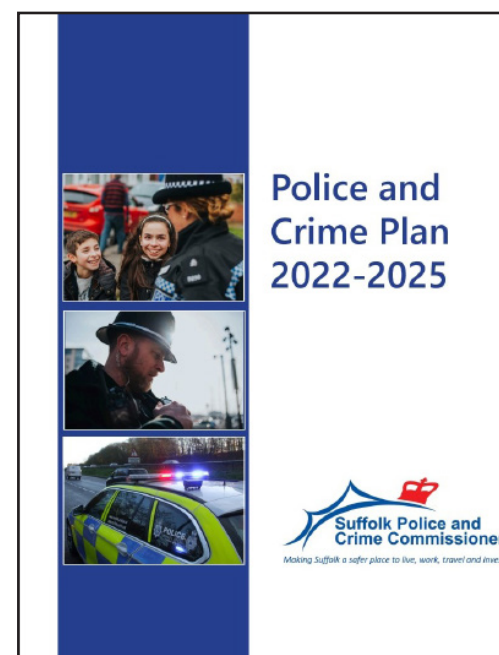
# SUFFOLK'S POLICE AND CRIME PLAN

Each Police and Crime Commissioner is responsible for setting the strategic objectives for policing in their force area. I do this through Suffolk's Police and Crime Plan and my budget setting responsibilities.

The current Suffolk Police and Crime Plan was consulted on in late 2021, formally approved through the Police and Crime Panel in January 2022 and published in February 2022 alongside an associated Performance Framework which explains how I will monitor police performance through my Accountability and Performance Panel arrangements.

You will find the Police and Crime Plan on my website.

The objectives in the Police and Crime Plan are consistent with my key functions as a Police and Crime Commissioner and where the public and Police and Crime Panel, might choose to scrutinise my decisions and activity.



## Police & Crime Plan objectives

The current Suffolk Police and Crime Plan 2022/25 is structured around four objectives which are fundamental to the delivery of my role as Police and Crime Commissioner:

### Objective 1: An efficient and effective police force

I will work with the Constabulary to deliver the Medium-Term Financial Plan and consider how we challenge government to revise the funding formula. I would ideally like funding settlements to properly consider equity between forces. I will work with the Chief Constable to exploit legitimate income generation opportunities to mitigate ongoing financial challenges.

Overall, I need to consider how we sustain effective resourcing in the years to come, particularly given the multi-faceted landscape of requirements on policing.

The Chief Constable has operational independence for the day-to-day running of the police service in Suffolk. However, the choices about how policing is funded, the Medium-Term Financial Plan ambitions and the focus for

policing, as set out in my Police and Crime Plan, are choices I make as PCC. These decisions are fundamental to support the police service to perform its role effectively.

I want a clear focus on effective policing which I will monitor through my performance framework and accountability arrangements. I want to ensure that through effective planning and budgeting, I work with the Chief Constable to target resources, so the force has the right people and capability to police the communities of Suffolk effectively. Detail of delivery of Objective One is outlined on page 20.

### Objective 2: Provide services which support victims of crime and invest in initiatives which reduce crime and disorder

I made a commitment to keep victims of crime, young people, and projects which reduce re-

offending and support crime prevention, at the heart of my plan, my grant-awarding activity and my commissioning.

I will continue to commission services which support victims of crime to cope and recover from their experience. Detail of delivery of Objective Two is outlined on page 22.

### Objective 3: Engage with communities to understand their views about policing and crime and keep them informed and updated about the work of the PCC and the Constabulary

Engaging with Suffolk communities about policing is a fundamental part of my role. I am committed to looking for every opportunity to engage with people across Suffolk, ensuring communities can discuss their views with me, and know how to contact my office.

I will endeavour to support the public to

understand my role, and in my relationship with the Chief Constable

I will strive to balance the importance of operational independence, with transparent public accountability for the benefit of the people of Suffolk. Detail of delivery of Objective Three is outlined on page 36.

### Objective 4: Work in partnership to improve criminal justice outcomes and enhance community safety

I will work with private, public and voluntary sectors partners locally and nationally to achieve more together than we can separately.

I will continue to play my part in key partnerships in Suffolk to ensure that I advocate the needs of victims, support crime and disorder reduction and act as a voice for policing. Delivery of Objective Four is outlined on page 38.

## The new Police & Crime Plan for Suffolk 2025-29

Following the PCC election in May 2024 a new Police and Crime Plan was drafted, consulted upon and published after being formally approved through the Police and Crime Panel in March 2025.

This new plan was published alongside the associated Performance Framework which explains how I will monitor police performance through my Accountability and Performance Panel arrangements.

You will find detail of the new Police and Crime Plan, which I will report upon next year, on my website, [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk).





# DELIVERING AN EFFICIENT AND EFFECTIVE POLICE FORCE

## OBJECTIVE ONE

There are two key ways I ensure an efficient and effective police force, firstly through effective budget setting arrangements and secondly, through effective holding to account arrangements.

I hold the Chief Constable to account against a programme of monitoring reports set out in the Performance Framework of my Police and Crime Plan.

It is really important that my arrangements for holding to account are open and transparent so my Accountability and Performance Panel meetings are held in public and gives the electorate the opportunity to see me challenge the Chief Constable on the Constabulary's performance.

The public can attend these meetings in person or view online and submit questions related to the reports. The meetings are also recorded and available to view on the PCC website.

Issues that are routinely discussed as set out in my performance framework are:

- Financial Monitoring Update (every meeting).
- Supporting Children and Young People, which includes safeguarding, preventing unnecessary criminalisation and reducing reoffending.
- Supporting Vulnerable Victims, which includes data and context regarding the approach to tackling domestic abuse, sexual violence, modern slavery and hate crime, and compliance in delivering the Victims' Code.
- Responding to calls for assistance, which includes key information on emergency and non-emergency call handling processes,

emergency call demand, non-emergency response, investment technology and the new digital platform.

- Improving confidence and satisfaction - monitoring the force's approach to public confidence, victim satisfaction and learning from complaints.
- Tackling serious violence, which includes information on County Lines, violent crime, homicide and knife crime, and prevention activity.
- Use of police powers, which reports upon Stop and Search, Taser and use of force, and external scrutiny by the Suffolk Police Powers Public Scrutiny group.
- Workforce Report, monitoring how the force is attracting, developing, recruiting and supporting its workforce including its approach to volunteering and staff well-being.
- Neighbourhood Crime and Anti-Social Behaviour, which includes a focus on residential burglary, robbery, vehicle crime and retail theft.
- Managing Offenders and reducing re-offending, which includes out of court resolutions, custody, restorative justice and delivery of the Integrated Offender Management Scheme.
- Keeping our roads safe from criminality and illegal behaviour (annually).
- The police response to fraud (annually).
- Update from the Rural and Wildlife Crime Team (annually).

*Reporting is six monthly unless stated.*



Accountability and Performance Panels are held six times a year at Police Headquarters. It is a public meeting where I hold the Chief Constable to account against a programme of monitoring reports set out in the Performance Framework of my Police and Crime Plan. Details of the public accountability meetings are available on the PCC website: [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk)

## Strategic Policing Requirement revisions

The Strategic Policing Requirement sets out the threats which, in the Home Secretary's view, are the biggest threat to public safety and must be given due regard by PCCs when issuing or varying Police and Crime Plans.

It supports PCCs as well as Chief Constables to plan, prepare and respond to these threats by clearly linking the local response to the national, highlighting the capabilities and partnerships that policing needs to ensure it can fulfil its national responsibilities.

A revised version of the Strategic Policing Requirement was published in February 2023 which provided strengthened detail around the action required from policing at the local and regional level to the critical national threats. The 2023 Strategic Policing Requirement sets out seven identified national threats. They are: Serious and Organised Crime; Terrorism; Cyber

crime; Child Sexual Abuse; Public Disorder and Civil Emergencies. These remain from the 2015 version with the addition in 2023 of Violence Against Women and Girls, reflecting the threat it presents to public safety and confidence.

As Police and Crime Commissioner I am confident I have given due regard to the six threat areas identified in the previous Strategic Policing Review in my Police and Crime Plan and in my role holding my Chief Constable to account.

Violence Against Women and Girls, while not previously contained in the Strategic Policing Requirement, nonetheless is a key and pressing issue on which I update in this report and will be prioritised in future iterations.

A copy of the Strategic Policing Requirement can be found on the gov.uk website.



# COMMISSIONING SERVICES TO SUPPORT VICTIMS AND REDUCE CRIME

## OBJECTIVE TWO

The PCC has the statutory power to commission services to support victims and reduce crime and disorder. Since 2013 there has been over £20m investment to support crime and disorder reduction and victims' services.

These powers enable the PCC to provide direct support to victims to cope and build resilience to move forward with daily life and to reduce crime and disorder through support to the voluntary sector, which can also have direct benefits for policing and the wider community.

The PCC's key principles for commissioning:

- Ensuring a balance of generic and specialist services (based on need).
- All victims of crime should have the opportunity to access practical and emotional support to help them build the resilience and cope with everyday life.
- All victims of crime 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.
- Commissioning based on evidence and with a view to achieving key outcomes that reduce re-offending and prevent victimisation.
- Work in partnership with other public authorities and other agencies to improve the response for victims of crime, prevent crime and disorder and reduce reoffending.

The PCC is required to provide a victim referral service, which provides practical and emotional support to victims of crime and into which, victims can self-refer regardless of whether they have reported to the police or not. This service is known as Norfolk and Suffolk Victim Care.

The PCC also provides a range of services which support victims of domestic abuse, sexual violence and child sexual abuse and a Restorative Justice Service. These services support victims to build resilience and cope with daily life following the impact of crime. Services commissioned by the PCC abide by the Victims' Code. The highest value contract is the countywide Independent Domestic Violence Advisor (IDVA) Service which supports safety planning for high-risk victims of domestic abuse.

In relation to funding which supports Crime and Disorder Reduction, these fall into two categories:

- Specific intentions in the Police and Crime Plan are funded directly from the Office of the Police and Crime Commissioner and decision papers published. The PCC's crime and disorder funding is largely aimed at the voluntary sector but the PCC will, where need is evidenced and the outcomes consistent with the Police and Crime Plan, consider supporting match funding with responsible authorities on Community Safety Partnerships.
- The PCC works closely with the Suffolk Community Foundation and Community Safety Partnership (CSP) Chairs to operate a PCC's Fund Grants Panel, which focuses on grass roots local initiatives. The involvement of CSP Chairs supports local understanding and geographic balance to funding considerations. Working with the Community Foundation enables applicants to receive advice and guidance and support as to other funding streams should projects not fall within the PCC's Fund criteria.

In the four-year period of the plan 2025-29, the PCC's focus for Crime and Disorder Reduction will be to fund initiatives and services which directly support young people and reduce reoffending.

# COMMISSIONING SERVICES TO SUPPORT VICTIMS AND REDUCE CRIME

## OBJECTIVE TWO

In 2024/25 I continued with my commitment to commissioning support services to victims of crime in Suffolk.

Our victim services moved into the third year of the multi-year funding settlement; delivering on a key objective in my Police and Crime Plan to secure longer-term funding which, alongside my own local PCC investment, ensures the continuity and stability of these vital services.

PCC commissioned services supporting victims of crime were awarded over £2m in this financial year, supported by a core grant of £878k and a specific grant of £792k for domestic abuse and sexual violence services from the Ministry of Justice.

Details here:

Commissioned services to support victims in 2024/25:		
VICTIMS	Victim Support - Norfolk & Suffolk Victim Care – Multi-crime Referral & Support Service	£321,158
	Restorative Justice Service - Intervention service between offender and victim	£60,768
	<b>TOTAL FOR VICTIMS</b>	<b>£381,926</b>
DOMESTIC ABUSE	Anglia Care Trust – toward the provision of a specialist Money Advice Service for victims	£35,000
	Alumah – support for children and young victims in West Suffolk	£6,500
	Compassion – toward community-based support and recovery programmes in Babergh	£20,000
	Leeway Independent Domestic Violence Advisor (IDVA) Service – County-wide support and safety planning for high-risk victims of DA	£689,985
	Leeway - County-wide support for children of IDVA service clients who have experienced DA	£115,396
	East Suffolk & North Essex NHS Foundation Trust (ESNEFT) – Specialist IDVA supporting elderly victims of DA	£40,850*
	Lighthouse Women's Aid – toward crisis work, advice, guidance and programmes for victims	£75,000

\*The ESNEFT grant ceased in May 2024, the unspent £35.2k was redistributed to other victim support services.

COMMISSIONED SERVICES TO  
SUPPORT VICTIMS

OBJECTIVE TWO

Commissioned services to support victims in 2024/25:		GRANT
DOMESTIC ABUSE  (continued from page 23)	PHOEBE – specialist support for minority communities and migrant women	£45,000
	Restore Women’s Aid – advice, guidance and programmes in West Suffolk	£50,000
	Waveney Domestic Violence & Abuse Forum - toward work with victims and forum members	£35,000
	<b>TOTAL FOR DOMESTIC ABUSE</b>	<b>£1,112,731</b>
SEXUAL OFFENCES	Brave Futures - therapeutic support for child victims of sexual abuse	£60,000
	Independent Sexual Violence Advisors (ISVAs) - services to victims of SV through risk assessment and safety planning	£324,382
	Restitute - Dedicated countywide support for families whose children have survived abuse	£30,000
	Survivors in Transition - therapeutic support for adult survivors of child sexual abuse and for male victims of sexual violence	£150,000
	Suffolk Rape Crisis - work with female victims including counselling and an outreach service	£30,000
	<b>TOTAL FOR SEXUAL OFFENCES</b>	<b>£594,382</b>
<b>OVERALL TOTAL:</b>		<b>£2,089,039</b>

CRIME & DISORDER  
REDUCTION GRANTS

OBJECTIVE TWO

Crime and Disorder Reduction Grants are awarded to organisations that secure, or contribute to securing, crime and disorder reduction in Suffolk in line with the objectives of my Police and Crime Plan.

This year I have awarded:

ORGANISATION	GRANT
Anglia Care Trust - Mediation Service - work to reduce anti-social behaviour and neighbour disputes	£18,815
Catch 22 Suffolk Positive Futures – county-wide sports based social inclusion youth project	£75,000
Taxi Marshals - work in the night-time economy in Ipswich to prevent crime and disorder and increase public safety	£7,000
Town Pastors - support for vulnerable people and defusing potentially aggressive situations in four towns in Suffolk supporting the night-time economy and Latitude festival	£24,000
<b>TOTAL:</b>	<b>£124,815</b>



We fund the Ipswich Town FC Foundation’s Divert project direct from our commisioning budget. Over the past two years we have granted £14,500 to fund diversionary activities for young people at risk of exploitation and criminality.



# IMPACT OF GRANTS

## OBJECTIVE TWO

Here are just some of the outcomes and impact the services and grants I commissioned had in 2024/25:

### Victim Services

Over 14,500 victims of crime were supported in 2024/25 through PCC funded services. This includes 9,500 victims in Suffolk who were contacted with an offer of support from the co-commissioned Norfolk and Suffolk Victim Care Service. Of these victims, 19% had been the victim of violent crime; 11% theft and 16% fraud. Victims using the service reported:

- Increased feelings of safety 79%
- Able to cope and build resilience 89%

100% said they were satisfied with the service received (43 respondents).

One of the key victim services I commission, the Suffolk Independent Domestic Violence Advisor (IDVA) Service, received nearly 1,100 'high risk' referrals in 2024/25. Key performance indicators show an increase in performance and outcomes:

- Victim engagement increased to 98% (from 80% in 2023/24)
- Increased Feelings of Safety 81% (79%)
- Cope and Build Resilience 85% (76%)

- Confident in Reporting to the Police 54% (48%).
- 95% said they were satisfied with the service received (144 respondents).

Other specialist services supported:

- 4,734 victims of domestic abuse
- 1,474 victims of sexual violence
- 228 victims of child sexual abuse
- 1,087 victims of stalking and harassment
- 289 Restorative Justice cases.

1,997 of the victims supported in the time period had provided feedback saying that they were better able to cope and build resilience to move forward with daily life, a key outcome for all our victim services.

In total, services supported over 944 young victims of crime. Young victims of domestic abuse comprised 37% of all young victims supported, reflecting the additional investment I made into these services over the past three years. The Children and Young People Outreach (CAYPO) service recorded 126 new referrals and reported positive outcomes including (of 82 responding children):

- 73% saying they were better able to cope with daily life
- 64% knew more about respectful relationships.

“I really couldn't have got through the last few weeks without the weekly support I was given. can't thank your service enough. Having someone to call me every week was such a great support. I was also signposted to other agencies which I am now engaging with.”

## OBJECTIVE TWO



Murrayside Community Development received £10k from the Police and Crime Commissioner's Fund to expand support available for young people at the community centre in Ipswich.

This service won countywide recognition this year with the Sue Poole award for supporting victims of domestic abuse.

Young victims of crime also received help for violent crime, sexual violence and child sexual abuse. Those aged 13-17 were more likely than younger victims to be supported for theft, sexual violence and child sexual abuse, and stalking and harassment.

I have continued to support specialist services for those with protected characteristics and

we work with services to raise awareness of services and increase accessibility to all victims, whether or not they choose to report to the police.

The information we collate shows that PCC funded services continue to improve accessibility. Those with disabilities now comprise 9.5% of service users, from Black, Asian and Minority Ethnic backgrounds are 7.9% of service users, and LGBTQ+ comprise 1.6% of those accessing services.

SUFFOLK POLICE &  
COMMISSIONER'S FUND

OBJECTIVE TWO

Every year, I provide grants of up to £20,000 to assist voluntary, community, and social enterprise organisations in delivering services that enhance safety in Suffolk for residents, workers, travellers, and investors.

This initiative is called the Police & Crime Commissioner's (PCC's) Fund. The Suffolk Community Foundation administers the PCC's Fund on my behalf, and I collaborate with the Chairs of each Community Safety Partnership in Suffolk to evaluate the proposed projects.

In 2024/25 I awarded over £380k through the PCC's Fund, supporting 22 projects that will be delivered over the next 12-24 months. Overall, this funding will reach over 15,000 beneficiaries – which includes an ambitious programme by Unity Schools Partnership to deliver an

educational programme to over 13,000 pupils on knife crime, drugs, and ASB.

Over £70,000 was awarded to successful applicants for multi-year funding, providing needed security to organisations we have a strong and tested relationship with. This includes £40,000 for Innov8 to deliver skills provision to young people Not in Education, Employment or Training (NEET), and £30,000 to Selig Trust to provide supported accommodation to those homeless and involved in crime.

Other projects have ranged from providing at-risk young people with skills and training, support for reintegration of ex-offenders, and wider provision for victims of fraud.

A full list of projects awarded in 2024/25 is below:

ORGANISATION	GRANT AWARDED
<b>COUNTYWIDE</b>	
Fresh Start Future Enterprise – To provide wrap around support to ex-offenders in Suffolk released from HMP Norwich.	£19,568
Green Light Trust – To support provision for a Young Futures project for those at risk of offending.	£19,482
Innov8 – To provide skills provision who students who are Emotional Based School Avoidance, school refusers, have mental ill-health.	£40,000 (2-years)
NSPCC – To support victims of Children Criminal Exploitation.	£17,800
Ormiston Families – To continue the Breaking Barriers project supporting young people affected by parental imprisonment.	£20,000
Suffolk Mind – Mental health support for female victims of hate crime	£19,982
The Cyber Helpline – Technical support for digital safety after Fraud.	£4,605

SUFFOLK POLICE &  
COMMISSIONER'S FUND

OBJECTIVE TWO

Unity Schools Partnership – To provide educational awareness of knife crime, drugs, and ASB.	£11,200
Volunteering Matters – To support the project involving young people not in education or training (NEET) at risk of involvement in crime and ASB.	£20,000
<b>IPSWICH</b>	
Headway Suffolk – Towards supporting being with neurological conditions on probation.	£10,000
Ipswich Community Media and Learning CIO – To work with young offenders in creative activity to divert behaviour.	£19,200
Inspire Suffolk – To support outreach and youth work initiatives.	£20,000
Kids Inspire – To support children and young people who have experienced adverse childhood experiences.	£19,618
Lofty Heights – To support the Velo Build project, aimed at empowering young people at risk of engaging in criminal activity.	£20,000
Murrayside Community Development CIC – To expand support available for young people at the community centre.	£10,000
Selig Trust – To support provision of supported accommodation for those who would otherwise be homeless.	£30,000 (2-years)
Union Romani Voice – to provide core support services within the Roma community.	£10,000
<b>WEST</b>	
Abbeycroft Leisure – To support their Teen Chill project designed to reduce ASB and provide a safe space for young people.	£9,372
British Racing School – To support Newmarket Pony Academy and their provision for children and young people at risk of criminal activity.	£5,250
Future Female Society – To deliver a weekly project for girls and young women who are vulnerable or at risk of exploitation.	£17,950



## PCC'S FUND: WHAT'S THE IMPACT?

### OBJECTIVE TWO

EAST	
Bungay Town Council – To support their youth space project targeting young people involved in ASB.	£19,583
Inspire Suffolk – TP support outreach and youth work initiatives.	As above.
MENTA – To support the skills for success project.	£20,000
The Nest Farms – To deliver the Brighter Future Initiative reducing the link to crime by empowering young people through mental health education.	£9,000
<b>TOTAL:</b>	<b>£382,610</b>

In 2023/24, £286k was awarded throughout Suffolk and we are seeing the great impact these projects are having in reducing crime and improving community safety.

Murrayside Community Development CIC received just under £10k to expand their youth provision in Gainsborough, Ipswich. The provision reached over 200 children and young people, increasing practical skills and community cohesion.

Abbeycroft Leisure were awarded over £10k for youth provision in Mildenhall, in which we saw over a 60% reduction in ASB in the town centre.

Room4 received £30,000 to provide therapeutic interventions to children and young people affected by crime. They worked with 21 beneficiaries improving feels of safety and confidence.

*Mentally- it makes me feel safe and I can get help with my revision and other things when needed. Physically- being here has helped me do more sports and helped me with interacting with more people. Socially- I have made new friends and has helped me with my social anxiety.*

*Young person from TeenChill project*

*I couldn't get back into college so Murrayside offered me some part time work, training and somewhere to go when I was feeling low or had nothing to do.*

*Young person, Murrayside community centre*

*The support helped me to secure my full-time employment in the railway. Being in work means everything to me. It's not just security, it's confidence. It puts you on the right track moving forward.*

*Clean Sheet beneficiary*

## Crime and Disorder Reduction

I continue to support Catch22 Suffolk Positive Futures with an 'early intervention' approach to tackling crime and anti-social behaviour. Their delivery of sports-based activity provides a compelling alternative for young people in areas of high deprivation and where higher rates of crime and ASB are reported. For every £1 invested by the PCC a further 93p was secured by the project ensuring my investment goes further and is felt right across the county.

During the year:

- 1,503 young people were engaged in the programme 10,023 attendances.
- 642 activity sessions delivered and over 1,140 hours of sporting activity provided.
- a diverse cohort of participants engaged: 24% were females, 15% were from a Black, Asian or other minority ethnic group and 15% from an Other White background .
- 100% of respondents (142) said they would recommend the project to other young people.

Delivering on the new outcomes in place:

- 96% reported they felt safer in their community due to participation; 82% had improved confidence.
- The project supported 13 young people not in education to work towards a recognised qualification; supported 22 young people into volunteering placements.
- 88% of those who felt it relevant to them, said that their mental health had improved due to their regular attendance at the sessions.

*I love coming to this project with Positive Futures and the boxing club. We get worked hard in the sessions but I love being able to burn off my energies and frustrations this way. We all look forward to these sessions.*

*You guys made my son feel so welcome, as a result he was able to go out on his own, which was a big boost for him.*

*Catch22 Suffolk Positive Futures programme continues to have a significant impact on the lives of the most vulnerable young people in Suffolk making a real and sustainable difference to their life chances. I am always immensely impressed with the innovative and creative approach [of Catch22] in encouraging and inspiring young people across the county, in what are often very difficult and challenging environments, to participate in positive physical activity which can, and does, divert them away from getting involved in anti-social behaviour.*

*Colin Grogan, Chairman, Suffolk Positive Futures Steering Group*

*By providing a positive outlet and fostering a sense of belonging, you are contributing significantly to making Suffolk a safer place for everyone.*

*PC 535 Finch, Police Constable, Ipswich Central CPT*





## The Mediation Service

The Mediation Service, aimed at reducing anti-social behaviour and neighbour disputes, delivered on year two of the three-year contract. Anglia Care Trust received 34 referrals from the Police involving a total of 76 individuals. Whilst this is a decrease on the previous year, it is in the context of reduced reporting of anti-social behaviour in Suffolk.

- Eight full mediations were completed and 13 cases closed with positive outcomes.
- 76% of those referred engaged with the service and were supported.
- 40% of service users supported reported improved feeling of safety/risk reduction.
- 40% of service users supported indicated positive behavioural change.
- Only 26% of service users were confident that mediation would help their situation, however of those who went through mediation, all were either satisfied or very satisfied with the service.

*"Brilliant service - life changing, was in a very dark place but can now relax in own home."*

*"Mediation brought issues to light that solicitors were unable to sort."*

## Suffolk Lowland Search and Rescue

Suffolk Lowland Search and Rescue (SuLSAR) reported on the third year of their PCC funding. The service not only saves lives but provides expert and specialist support which relieves pressure on the police during high risk missing person searches. In total, 87 active Sulsar members supported the police with 43 incidents in 2024 (up from 33 in 2023), contributing over 14,000 volunteer hours and technical support services including Dog Team, Drone Team and water search facilities. The funding contribution

from the PCC equated to 71p per volunteer hour delivered.

In March 2025, the Chair of SuLSAR said "2025 has started off as the busiest start that I can remember in my 20 years of services with nine call outs and a staggering 1473 hrs spent searching already."

In recognition of the value of the service, we have committed to support the charity with a further three year's funding from the Police Property Act Fund.

## The Safety Box

The Safety Box project which I co-commissioned with Probation finished delivery this year. This was our first joint project, instigated after analysis undertaken by Suffolk Police, Probation, Youth Justice, Children and Young People's Service, Leaving After Care Service and the Multi-Agency Public Protection Arrangements (MAPPA) identified a gap in support for those adults who remain linked to their old lifestyle and were struggling to move on and reduce their reoffending.

The Safety Box delivered an intensive four-day course covering eight steps. The key outcomes include: viewing actions through the eyes of others; providing skills to resolve potentially violent conflicts without the use of violence; addressing the realities of "drugs / street life" and destroying popular myths and misconceptions; changing thinking to impact behaviour; how participants could change their outcomes through education and employment; reinforcing a positive value system and motivating and encouraging participants into seeking a greater purpose in life.

*"I want to leave something positive for the next generation"*

*"I want to make my family proud"*

# DOMESTIC ABUSE PERPETRATOR PROGRAMME

## OBJECTIVE TWO

Domestic Abuse Perpetrator Programme	GRANT AWARDED
Constabulary's Domestic Abuse Perpetrator Unit – funding Behaviour Change Workers, a victim support worker, training and clinical supervision.	£122,220
Iceni – funding for six Venta groups a year, victim support, training and clinical supervision.	£145,799
Leeway Domestic Violence and Abuse Services – funding for a worker to support the children of those on the programme.	£39,290
OPCC – part funding towards a Policy and Commissioning Officer to support governance and strategy.	£12,750
<b>TOTAL:</b>	<b>£320,059</b>

In 2023, I was successful in securing over £650,000 in funding to launch a two-year Domestic Abuse Perpetrator Programme. In addition, £305k of local match funding was delivered by partner organisations.

This initiative aims to foster accountability among perpetrators, reduce abusive behaviours, and provide robust support for victims.

In 2024/25, this programme continued to deliver its vital work.

The allocated funds were used to enhance the capabilities of several key organisations:

- Constabulary's Domestic Abuse Perpetrator Unit: Expanded to handle a larger caseload and offer increased support for victims.
- Iceni charity: Enhanced their services to include more group work sessions.
- Leeway Domestic Violence and Abuse Services: Provided dedicated support to children and young people affected by perpetrators within the programme.

In 2024/25, the programme has demonstrated significant success through strong partnerships and impactful interventions:

- Perpetrator Engagement: 93 perpetrators participated in one-on-one and/or group sessions.

- Victim Support: 86 victims received support, including 48 children/young people.

Overall, the programme has worked with 211 perpetrators and supported 183 victims, including 65 children and young people.

To add, the programme has yielded many notable outcomes in reducing abuse and improving the wellbeing of victims:

- Non-Offending Rates: One provider reported an 80% non-offending rate, while another noted a 90% reduction in police call-outs, leading to decreased social care interventions, reduced risk to children, and improved parenting capacity.
- Victim Safety: 84% of victims supported by one provider had not reported any DA incidents.
- Wellbeing Improvements: All providers reported over an 80% increase in victim wellbeing.

I am delighted at the success of this programme and its clear delivery against my Police and Crime Plan. Looking ahead, the Home Office has extended funding into 2025/26.

The government's mission to halve violence against women and girls aligns with the PCC's belief that working with perpetrators is a crucial part of the solution.

# SAFER STREETS

## OBJECTIVE TWO

We continued our support for the delivery of the Home Office funded 'Safer Streets' Round 5, project working with the local authorities in three areas (set out below). In addition to the Home Office funding, £448k of local match funding was contributed, equating to 55% of the Home Office multi-year grant and above the minimum requirement. The projects will continue to use match funding until completion in September 2025.

Safer Streets Fund	GRANT AWARDED in YEAR 2
East Suffolk Council - funding for areas in Lowestoft focussing on Anti-Social Behaviour, street drinking and the nighttime economy.	£110,887
Ipswich Borough Council – funding for areas across Ipswich experiencing sustained anti-social behaviour.	£118,300
Partnership of West Suffolk Council, Babergh & Mid Suffolk District Councils and Suffolk Constabulary – focussing on violence against women and girls, anti-social behaviour and acquisitive crime.	£125,813
<b>TOTAL</b>	<b>£355,000</b>

# LOOKING FORWARD

I continue to co-commission with the Police and Crime Commissioner for Norfolk on two flagship services: Norfolk and Suffolk Victim Care (the procurement for the new service commencing 1 October 2025 took place during 2024/25) and the Restorative Justice Service.

Our work with partners has included input to and support for the new Suffolk Violence Against Women and Girls Strategy and contribution to the University of Suffolk research to map sexual violence provision in Suffolk. This research and the victim-survivor feedback that underpins it will be used to inform my future commissioning.

## Police Property Fund

In March 2025 I launched the Police Property Fund.

The Police (Property) Act 1997 sets out the ability for a Chief Constable to sell or dispose of property that has been in their possession

subject to certain conditions being met. The proceeds are paid into the local 'Police Property Act Fund' which can be used to make payments towards charitable purposes.

The principal purpose of the fund is for the PCC and Chief Constable to jointly agree on donations to registered charities who provide a service or benefit clearly linked to Suffolk.

Donations can only be made to registered charities. Requests are for a single donation and should either show benefit to the community or demonstrate delivery of the Police and Crime Plan and the Chief Constable's Delivery Plan and Values.

The PCC and Chief Constable jointly decide on whether to make a donation and agree the level of financial support they are able to make in each case.

The application form and further details are available on the PCC website.



# CONSULTATION AND ENGAGEMENT

## OBJECTIVE THREE

Public engagement is a key responsibility of every PCC. In a large rural county like Suffolk this can be quite a challenge.

In this past year I have travelled all over the county to meet as many stakeholders, partners and members of the public as possible. On-going engagement and consultation is important so that I can be satisfied my office is meeting the needs of our communities.

Each year we hold public meetings to make it as easy as possible for people to engage with myself, the Chief Constable and other senior police officers. I encourage this open and frank two-way dialogue and pride myself on direct engagement with all sections of the community.

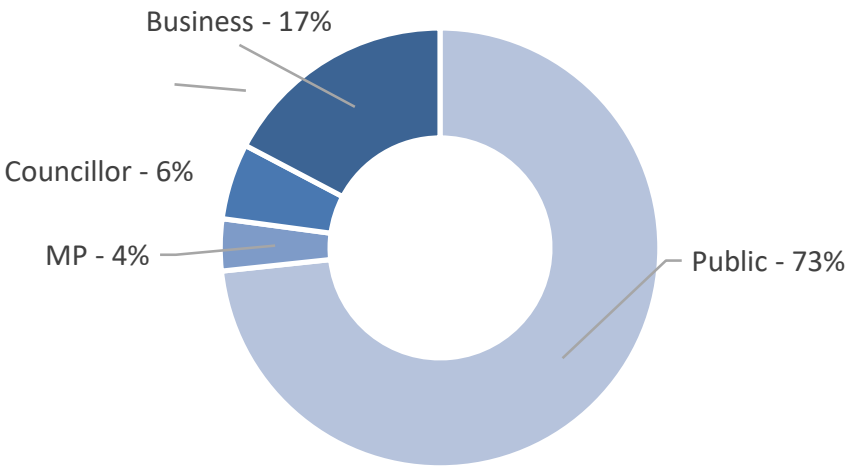
In this financial year I have dealt with over 1,120 letters and emails on a variety of matters, considerably more than we received last year.

A breakdown of the topics raised and the correspondents is detailed below.

My public engagement over the past year included:

- a series of public meetings with the Chief Constable to hear directly about the issues impacting on local communities. This year meetings were held in Haverhill, Stowmarket, Lowestoft, Ipswich and at Police HQ.
- inviting public questions through an online meeting with the Chief Constable.
- offering individual surgeries as required.
- attending meetings with business and general interest groups, including sixth form students, to talk about the work of the PCC and discuss policing issues.
- attending events such as the School Farm and Country Fair and Positive Future sports events to engage with young people.
- a public survey to gauge views on my council tax precept proposal.
- ensuring my website is as clear and accessible as possible.

### WHO HAS WRITTEN IN:



### CORRESPONDENCE TOPICS:

1. ASB / Burglary / Drugs	120
2. Complaints	85
3. Compliments	13
4. Freedom of Information	40
5. Fraud / Business Crime	51
6. Funding	6
7. Operational other	217
8. Other	118
9. Other Agencies	133
10. Parking / Speeding / Roads	180
11. Police Communication	59
12. Resource / Visibility	42
13. Rural Crime / Travellers	64
<b>TOTAL:</b>	<b>1128</b>



The East Area meeting in Oulton Broad, Lowestoft in October 2024. The PCC, Chief Constable and local inspector Mark Jackson updated residents on local policing.



# WORKING IN PARTNERSHIP

## OBJECTIVE FOUR

The Police and Crime Commissioner works with partners in a variety of ways. Partners include voluntary, charitable, public and private sector agencies working together to enhance Community Safety and Criminal Justice outcomes.

The engagement and delivery of services and grants with the Voluntary, Community and Charitable sector is outlined under Objective 2 on page 22.

Another strand is the PCC's involvement in Suffolk's key partnership boards to assist, support and discuss issues with statutory partners. Specifically, the Safer Stronger Communities Board (the countywide board for community safety related matters), Suffolk Public Sector Leaders, which brings key leaders together to deal with issues pertinent to Suffolk (some of which impacts Community Safety); and the Local Criminal Justice Board which brings together agencies responsible for delivering the justice system and considers how those agencies impact on areas such as the victims' code and offender management.

The priorities of the Safer Stronger Communities Board are referenced in the Police and Crime Plan and the Board is routinely updated on the work of the office of the PCC. The office also has a role in the activity (and sub-groups) related to Violence Against Women and Girls.

The PCC invites the three Community Safety Partnership chairs to support him at the quarterly PCC Fund Panel, in line with the commitment in the Police and Crime Plan.

We continue to work with the Association of Police and Crime Commissioners, the Ministry of Justice and the Home Office to respond to consultation and policy change, and harness funding opportunities, that impact the role of the PCC, benefit victims of crime or support improvements to policing.

### Norfolk Constabulary

Suffolk Constabulary's collaboration with Norfolk Constabulary continues, and remains one of the most successful in the country and has yielded savings for Suffolk of £24.7m annually on a recurring basis up to the end of March 2025.

An extensive programme of collaborative work has delivered a number of joint units and departments in areas such as major investigations, roads policing, protective services, custody, transport and information technology.

In this financial year we have renewed agreements in relation to ICT, Transport and Uniform Services and Estates and Facilities. We have agreed to extensions to agreements in relation to Corporate Communications and the Athena Hub and terminated an agreement in relation to the Shared Services Transactional Centre.

### Suffolk Fire and Rescue

Suffolk Constabulary's continued collaboration with Suffolk Fire and Rescue Service helps meet some of the financial challenges that both services face.

Collaboration between the Constabulary and Suffolk Fire and Rescue Service has resulted in 13 shared Police/Fire Stations across the county, making Suffolk pioneers of this blue-light collaboration.

The shared stations project is now complete and there are no future plans, however our joint estates programme remains one of the most important and significant examples of joint working nationally and is an excellent example of what can be achieved by pooling resources and working together, which is a great result for Suffolk.



Forging partnerships with community groups, such as the Ipswich Romas helps build understanding of our local communities and enables me to explain my role.

### Seven Forces

The 7Force Strategic Collaboration Programme was established 2015 and is working across the Eastern Region to develop and implement successful collaborative solutions to protect the front line local delivery of policing.

The force areas that form the collaboration are Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent. The programme covers a geographic area of more than 9,000 square miles, serving nearly 8 million residents. This makes it one of the most ambitious police partnership programmes ever undertaken.

The programme is delivered by the 7Force Strategic Collaboration Team consisting of a small number of members of police staff and officers from across the seven counties.

The team engages closely with key stakeholders, managers and end-users across the region to deliver a complex programme of work, working in partnership while respecting the individual forces independence.

The aims of the programme are to deliver enhanced public service, efficiency, effectiveness, value for money and savings.



## VOLUNTEERS CONTINUE TO PLAY CRUCIAL ROLE IN POLICING

The citizens in policing programme represents one of the most powerful examples of community partnership in action. It incorporates Special Constables, Police Support Volunteers and Volunteer Police Cadets. Each strand contributes in unique, meaningful ways, contributing to safeguarding their communities.

What makes this programme truly remarkable is the people behind it. Volunteers come from all walks of life, university students, professionals, retirees, and everything in between. They are united by a shared commitment to public service and willingly give up their time, energy, and expertise not for recognition but because they care about the places they live. Whether it involves patrolling our streets, supporting specialist policing teams, engaging with young people, or helping behind the scenes, their positive impact is widespread.

The Constabulary is actively recruiting across all three strands, welcoming individuals who want to make a difference and be part of something bigger. Volunteers are a vital part of Suffolk's policing response and a testament to the power of community in keeping Suffolk safe.

### Special Constables

Special Constables continue to make an outstanding contribution to policing, volunteering their time and expertise to support both frontline operations and specialist functions. These fully trained officers work alongside regular colleagues, responding to incidents, conducting patrols, and engaging with communities to help keep people safe. Over the past year, they have completed an impressive 30,783 hours of service across 4,416 duties, often balancing these responsibilities with full-time jobs and personal commitments.

In addition to general policing duties, many Special Constables are trained in specialist areas, providing vital support to teams such as

the Roads and Armed Policing Team and CID. Others are qualified in public order policing, drugs testing on arrest, and response driving, significantly enhancing our operational capability. The Constabulary is also preparing to launch a new specialism focused on missing persons, which will further strengthen the ability to respond to high-risk and vulnerable cases. The professionalism, adaptability, and commitment of Special Constables continues to be a source of pride to the Constabulary.

### Police Support Volunteers

The Police Support Volunteers continue to be a vital part of Suffolk's policing family, offering their time, skills, and dedication to support a wide range of community and operational activities. This year, the Constabulary welcomed 24 new starters, each bringing fresh energy and diverse experience to the team. Collectively, **Police Support Volunteers** completed an outstanding 11,319 hours of service across 3,559 duties, demonstrating their unwavering commitment to supporting both the Constabulary and the communities it serves.

Volunteering has no age limit, and it is important to recognise the dedication of individuals like Eric Hopes BEM, who at 92 years old remains an active and valued member of the team. Eric continues to support the Constabulary's museum, helping preserve and share our rich policing heritage with the public. His contribution is a powerful reminder of the lasting impact volunteers can have, regardless of age or background.

### Volunteer Police Cadets

The Police Cadet programme continues to offer young people across Suffolk a unique opportunity to develop life skills, build confidence, and gain insight into policing. With eight active units and approximately 160



*Suffolk Police Cadets*

cadets, the programme runs for around 39 weeks each year, with weekly two-hour sessions. Led by dedicated leaders and officers, cadets are encouraged to grow as individuals while contributing meaningfully to their communities.

In addition to the weekly sessions, cadets have taken part in a wide range of community events and engagements, including Remembrance parades, village fetes, town carnivals, and support for local Community Policing Teams with crime prevention initiatives. They have worked alongside Trading Standards on underage test-purchase operations, supported the High Sheriff with two nominated cadets, and played key roles at major events such as the Suffolk Show, Suffolk Police Family Day, and Specials Passing Out ceremonies.

Several cadets have gone on to join the Special Constabulary and the regular police force, demonstrating the programme's success in inspiring future careers in policing. We are incredibly proud of their achievements and the positive impact they continue to make.

### Independent Custody Visitors

Independent Custody Visitors are volunteers from our local community who visit the county's Police Investigation Centres to check on the welfare of detained persons and the conditions in which they are held.

These volunteers help to fulfil my responsibility to ensure that policing in Suffolk is carried out fairly, in accordance with relevant legislation and Home Office guidance, and with respect for the human rights of all those coming into contact with the police.

For each of the visits carried out throughout the year a report is provided to my office detailing what the Independent Custody Visitors had observed or discussed with detainees and/or custody staff at the time of the visit. This information provides a useful insight into the position in custody, reassurance in respect of the care provided, examples of good practice and highlights any issues arising.

The medical provisions within custody and the lack of availability of hospital beds for those held under the Mental Health Act, which delay moving people on from custody to the correct care, remain key concerns which I continue to discuss with Chief Officers and key partners.

Throughout the year custody visitors were well assisted by custody staff and I would like to take this opportunity to thank our custody visitors for their invaluable support and commitment to the Scheme.

More detail about the scheme and how to volunteer as an Independent Custody Visitor is available on the PCC website.

## LOOKING FORWARD

The good news for Suffolk is the low levels of recorded crime have continued well into the new financial year. Whilst there is always room for improvement, we must remember there is a large amount of good work delivered every day and night throughout the year.

However, the international geo-political environment has worsened considerably and whilst tensions do not seem to have caused us difficulties locally, there is a risk that the increasingly divisive state of political discourse and consequent demonstrations could easily add to demand on our force. This could be a problem when the requirement of mutual aid falls upon our force. This has been exacerbated through the current government's refusal to ensure Suffolk receives a fairer share of the overall Home Office budget.

Fortunately, the financial debt in Suffolk Constabulary remains low and as PCC I will do everything possible to maintain that situation and keep council tax as low as possible. The major savings programme will continue through our collaboration with Norfolk and seven forces as well as the continuing development of multi-agency working.

Finances are likely to become more challenging since the government has not fully financed the additional employers' national insurance contribution or the pay awards. I am dismayed at this callous approach regarding funding for charities and voluntary sector bodies who do so much to help deliver the Suffolk Police and Crime Plan. The extra costs they face as a result of the national insurance contributions and minimum wage is compromising service delivery especially for the weaker and more vulnerable members of society. This has been

exacerbated by the shocking Ministry of Justice reduction of 4.2% for this year's victims funding.

In the coming year I look forward to making use of the Police Property Fund which was launched this year to support charitable purposes. The money derives from the sale of unclaimed goods and property following police investigations and actions and I hope this will support some of the organisations which help me to deliver my Police and Crime Plan.

The new Neighbourhood Policing Guarantee fund of £1.8m will enable the force to recruit seventeen additional officers and nine staff. This will be very helpful, and I trust the scheme will continue as this is the mainstay of the government's commitment to recruit 13,000 additional policing personnel in England and Wales over the lifetime of this parliament. I hope Suffolk receives its fair share!

The Clear, Hold, Build programme is being expanded with additional areas being added in Newmarket and Ipswich. The well-publicised Safer Summer Streets Campaign terminates in September, and I look forward to seeing the results. In many ways this has provided a little more focus on what the Constabulary is already doing, and I am hopeful this work will continue throughout the year.

Looking ahead, the investment in our Contact and Control Room will gather momentum and improve efficiency and response, which in turn will raise public trust and confidence.

There has been much talk nationally of the UK's approach to net zero for carbon emissions. The Constabulary will do what it can as I have always been committed to making much better use of scarce natural resources, including water



consumption. If the government is serious about net zero, I will hope for a common-sense approach that does not jeopardise our financial status or policing response. The major contributor to policing carbon footprint is, according to academic research, the supply chain and not transport or the estate. Unlike other public sector bodies policing receives no central funding to assist with carbon reduction – I do hope the Home Office takes note of this.

There is highly likely to be a change in the governance system for policing in Suffolk, currently scheduled for April 2027. This is because the government has decided that our county will have a directly elected mayor covering Suffolk and Norfolk. The mayor is required to appoint a deputy mayor to be largely responsible for the daily governance and holding to account of our police service. However, the mayor will set the annual policing

budget and council tax precept, as well as publishing the Police and Crime Plans.

The proposed change to local government structure is a further major change for us all. Whatever the government decides the abolition of two tier (county and districts / boroughs) and replace them with a single tier unitary local authorities will present a major challenge for us all. That said I believe it is crucial we all work together to make the new systems work especially for policing. Keeping crime levels low and preventing crime in the first place is one of the reasons why Suffolk is such a good place to live, work, travel and invest.

Interesting and probably challenging times ahead but by working together I absolutely believe we will meet these matters head on and successfully.

*Tina Parnmore*



# CHIEF OFFICERS' REMUNERATION

Home Office Circular 006/2012 'Police Officer Remuneration and Conditions' provides that all benefits for chief officers and their values should be published in the annual report. The value of the salaries and benefits package of chief officers for the financial year 2024/25 are as follows:

## Chief Constable

Salary	£171,171.03
Mileage Allowance	£3,672.86
Housing Allowance	£41.86
Reactive Insurance	£2,800.00
Employers Pension Contribution	£60,423.37

## Deputy Chief Constable

Salary	£141,793.24
Mileage Allowance	£3,440.85
Reactive Insurance	£2,800.00
Employers Pension Contribution	£50,053.01

## Assistant Chief Constable

Salary	£133,191.00
Mileage Allowance	£9,999.96
Reactive Insurance	£2,800.00
Employers Pension Contribution	£47,016.42

## Assistant Chief Constable \*post jointly funded by Norfolk (56.5%) and Suffolk (43.5%)

Salary	£57,938.09
Mileage Allowance	£4,350.00
Reactive Insurance	£1,218.00
Employers Pension Contribution	£20,452.14

## Temporary Assistant Chief Constable (T/ACC from 12.12.24 - 13.1.25)

Salary	£108,942.48
Mileage Allowance	£1,239.00
Housing Allowance	£1,866.36
Employers Pension Contribution	£38,456.70

## Assistant Chief Officer

Salary	£115,603.25
Mileage Allowance	£9,999.96
Employers Pension Contribution	£22,427.03

# CONTACT US



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