



Suffolk Police and Crime Commissioner

Making Suffolk a safer place to live, work, travel and invest

ORIGINATOR: HEAD OF POLICY AND PERFORMANCE

DECISION NUMBER: 32-2019

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

SUBJECT: VARIED POLICE AND CRIME PLAN 2017-2021 - FOR PUBLICATION

SUMMARY:

The Police Reform and Social Responsibility Act 2011 provides that Police and Crime Commissioners (PCCs) may vary their Police and Crime Plan. The PCC is required to submit the varied Plan to the Police and Crime Panel (PCP) for review.

The draft varied Police and Crime Plan was considered by the Panel at its meeting on 19 July 2019. The Panel has published its comments on the varied plan which have been taken into account. The final version of the varied plan is attached to this report for approval before publication.

RECOMMENDATION:

It is recommended that the PCC approves the varied plan for publication.

APPROVAL BY: PCC

The recommendation set out is agreed.

Signature

Tim Parnmore

Date

*18 August
2019.*

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION:

- 1.1 The Police Reform and Social Responsibility Act 2011 provides that, before issuing or varying a police and crime plan the PCC sends the draft plan or variation to the Police and Crime Panel. The Act goes on to specify that the PCC should have regard to any report or recommendations made by the Panel in relation to the draft varied plan.
- 1.2 In accordance with this statutory obligation the draft varied Police and Crime Plan was submitted to the Police and Crime Panel for consideration at its meeting on 19 July 2019, and its published report is set out below.

“The Panel reviewed the PCC’s draft variations to the Plan for 2017-2021 at its meeting on 19 July 2019, in Lowestoft. Eleven of the thirteen Panel members were present, including one substitute member.

The papers published for the meeting included a covering report from the PCC detailing the rationale for the variations being brought. These included the need to reflect key changes in government policy (specifically around the serious violence agenda), the need to bring the commissioning and precept information up to date, and the need to reflect recent developments. The PCC advised that there were no changes to the four objectives set out in the original Plan, but that the narrative supporting the objectives had been strengthened to reflect the current policing priorities and focus.

Panel members made comments and asked questions of the PCC in relation to the variations in the Plan and the associated Action Plan, covering:

- i. the total commissioning budget, seeking clarification of the financial figures as detailed in the Plan;*
- ii. Objective 3, specifically around the increase in serious violence, knife crime, gang activity and ‘County Lines’, and the level of national funding;*
- iii. the PCC’s role in working in partnership with other agencies and engaging with the public;*
- iv. Call handling, particularly relating to ‘101’ calls and performance;*
- v. Road safety.*

The Panel were content with the draft variations to the Plan, noting that a new Police and Crime Plan for the period 2021-2025 will be issued within the financial year of the next PCC election (2020/21).”

- 1.3 The Panel’s comments have been considered. In relation to bullet point i above, the commissioning budget has been clarified, those issues listed ii-v feature within the Plan. Accordingly, the Plan is now presented for approval to publish. The attachments to this decision include:
- The Police and Crime Plan
 - Annex 1: The Police and Crime Plan Action Plan
 - Annex 2: The Police and Crime Plan Performance Framework

2. FINANCIAL IMPLICATIONS:

- 2.1 There are no direct financial implications arising from the consideration of this paper. There may be financial implications associated with the operational delivery of individual objectives and initiatives, and these will need to be assessed by the relevant officer lead when planning implementation:-

3. OTHER IMPLICATIONS AND RISKS:

- 3.3 There are no significant risks flowing from the consideration of this paper. The Chief Constable has been consulted upon the variations.

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?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	n/a
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?	Yes

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 31 July 2019.



POLICE AND CRIME PLAN FOR SUFFOLK 2017-2021

“Making Suffolk a safer place in which to live, work, travel and invest”

As your Police and Crime Commissioner (PCC) I am responsible for setting the police and crime objectives for policing in Suffolk. I do this through my Police and Crime Plan. My second Police and Crime Plan, setting out my objectives for the four years 2017-2021 was published in January 2017. This variation, produced in May 2019, takes the opportunity to reflect recent policy shifts (particularly the emphasis on serious violence) and provide up to date financial and commissioning information. The plan still maintains an emphasis on protecting the most vulnerable in our communities and placing victims at the heart of all our services.

To achieve my objectives I must ensure that our Chief Constable has the necessary resources to respond to demand and can ensure that those limited resources are prioritised and applied where they are most needed. I must also ensure that the way my office works, enables on-going communication with the public about policing matters, whilst respecting the operational independence of the Chief Constable.

Suffolk has one of the smallest budgets of all police forces and one of the smallest workforces. Despite this, our communities are served by committed and experienced police officers and police staff. HMICFRS inspections on efficiency, effectiveness and legitimacy over the past three years, have graded Suffolk Constabulary as good.

I am passionate about Suffolk and I believe we all have a part to play in making Suffolk a safe, vibrant and thriving community. To achieve this we must provide policing that is fair, accessible, and respectful of the human rights of all and delivered by a diverse workforce able to meet the needs of all our communities.

My Police and Crime Plan is clear about my continued desire to work with local communities and partners. I remain convinced that with the collective power of all our public sector partners, the business community, voluntary, charitable and social enterprises, it is possible to deliver more effective, coordinated solutions which are fundamental to making Suffolk a safer place in which to live, work, travel and invest.

Tina Parnmore

JULY 2019

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

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

To protect people when they are most in need, it is vital that the police respond promptly to calls for urgent assistance. Suffolk Constabulary will continue to aim to answer a minimum of 90% of '999' calls within 10 seconds, and respond to a minimum of 90% of emergency incidents within 15 minutes (urban) and 20 minutes (rural).

Objective 2: Making Suffolk Safer – Caring about victims, communities, the local economy and our workforce.

It is essential that our communities have the trust and confidence to report crimes to the police and that those victims of crime can access the support they need to cope and recover from the impact of a crime. As a champion for victims of crime, I need to be satisfied that services are responsive and easily accessible, and people are kept well informed. During my second term of office, I will increase the focus on the quality of service victims receive.

Utilising my powers to commission services for victims of crime, I will work tirelessly to ensure that policing and victims' services work together efficiently and effectively to support victims of crime at their time of need and help them cope and recover. When a victim is vulnerable, or is persistently targeted, even minor crime can cause major trauma. This is recognised by the Code of Practice for Victims of Crime¹ which sets out the standards of service that the police and other bodies are required to provide to victims of crime including 'vulnerable' and 'persistently targeted' victims.

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

¹ Published by the Ministry of Justice.

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

The way in which policing is conducted has a significant impact on our local economy and Suffolk Constabulary must continue to have regard for this in its day-to-day policing activities. A vibrant and expanding economy is a key factor in preventing deprivation and reducing increases in crime and Anti-Social Behaviour (ASB). I remain a strong advocate for victims of business crime. Although crimes against businesses are often perceived as 'victimless', such crime has wider ramifications, and can affect profitability, employers, employees, customers and the wider community. Levels of business crime can also deter investment in the county and its infrastructure. An effective and efficient police force in Suffolk contributes to economic growth by improving the reputation of the county as a good place to live, work, travel and invest.

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

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

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

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

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

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

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

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

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

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

To achieve my vision, the Constabulary must have the right capability and capacity in place. Against the backdrop of increased challenges and budget constraints, I am committed to ensuring the Constabulary has the necessary resources, such as people and equipment to meet demand.

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

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

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

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

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

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

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

Finance

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

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

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

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

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

Workforce

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

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

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

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

Commissioning of crime and disorder reduction and victims' services

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

The total commissioning budget for 2019/20 is £1.674m^{iv} which includes £874k received from the Ministry of Justice for the purposes of commissioning victims' services. The Victims' Services Grant is confirmed annually by the Ministry of Justice and consequently it is not possible to plan for commissioning of victims' services over a longer term.

Commissioning of crime and disorder reduction services and victims' services is undertaken in accordance with evidence of local need. A key route to crime and disorder reduction funding is through my PCC Fund, administered by the Suffolk Community Foundation. The

^{iv} This total includes a contribution from the PCC's budget towards victims' services.

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

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

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

Police and Crime Plan 2017-2021 - Action Plan

For my vision for policing to become a reality the above objectives have been translated into an Action Plan which will drive activity. This is provided as a supplementary document to the Police and Crime Plan (Annex 1). Annex 2 sets out the Performance Management Framework arrangements that will apply for assessing performance.

Further information

Further information about my role and the work of my office can be found at www.suffolk-pcc.gov.uk or by contacting the office on 01473 782773.

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

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

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

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

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

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

Reference	Focus Area	Action	Status
OBJ 3 ACTION 3	Protecting vulnerable victims	I will work with the Chief Constable to better understand the crime threats Suffolk communities.	Understanding is supported by key pieces of work undertaken by the Constabulary; the Strategic Assessments, Force Management Statements and from information gleaned from victims' services providers, partners, and crime and disorder reduction grants.
OBJ 3 ACTION 4	Protecting vulnerable victims	I will continue to work with other commissioners of services to understand the availability of services for victims of crime, identify duplication and gaps in services and commission services together in the most efficient and effective manner.	Membership/representation on key partnerships which work to support Violence Against Women and Girls and Men and Boys. We have commissioned Norfolk and Suffolk Victim Care and RJ Service with Norfolk OPCC. We have also worked with Suffolk Resilience Forum and Norfolk and Suffolk Victim Care to ensure that victims of major crime incidents and their families are able to access support services.
OBJ 3 ACTION 5	Domestic Abuse	I will work with Suffolk Constabulary to ensure victims of domestic abuse receive appropriate support from the police and our commissioned victims' services in accordance with the Code of Practice for Victims of Crime	Scrutinised via Victim Code and Performance Priorities reports to Accountability and Performance Panel. OPCC commissioned services for victims of domestic abuse are subject to regular monitoring reports outlining delivery.
OBJ 3 ACTION 6	Domestic Abuse	I will monitor the satisfaction of victims of domestic abuse and take their views into account in order to improve the service the police offer.	Reports to Accountability and Performance Panel will include data from the Constabulary surveys of domestic abuse victims from Autumn 2019.
OBJ 3 ACTION 7	Domestic Abuse	I will ensure that Suffolk Constabulary evaluates the training programme 'Domestic Abuse Matters - 25 days of action' designed to help frontline police officers and staff deliver a better service to victims of domestic abuse.	Evaluation completed January 2017; consulted on and published by February 2017.

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

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

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

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

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

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

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



POLICE AND CRIME PLAN: PERFORMANCE MANAGEMENT FRAMEWORK

Progress against the Police and Crime Plan Action Plan will be assessed via reports to Accountability and Performance Panel, and these reports will therefore be publicly available. Quarterly 'Performance Priorities' Reports will encompass a range of data outlined below and qualitative monitoring reports outlining performance on key areas of policing and management of the organisation.

Quantitative measures will be reported via 'control' charts; these charts will measure how an indicator changes over time, and include upper and lower 'control limits', which are calculated on how the indicator has performed in the past. Whenever performance in an area exceeds the control limit, this indicates abnormal (or 'exceptional') performance. The 'Performance Priorities' reports produced by the Chief Constable, will focus on those 'abnormal' areas of performance. These reports will be complemented by reports to the Accountability and Performance Panel on other actions (as indicated in the Action Plan).

Data relating to some of the proposed indicators are not currently captured and arrangements for collecting these will be determined between the Office of the Police and Crime Commissioner and the Chief Constable as soon as practicable and will be subject to factors such as suitability and cost.

Quarterly Performance Priorities Report

Quantitative measures as indicated below will be presented alongside operational narrative (for areas where performance is an exception) and be reported quarterly to my Accountability and Performance Panel.

Data in relation to domestic abuse, serious sexual offences, child sexual abuse will be reported around these measures.

Indicators (Quarterly)
1. Number of crimes
2. Comparison of number of crimes to most similar forces
3. The proportion of cases where an investigation is possible
4. The proportion of these cases (from 3) where victims support prosecution
5. The proportion of these cases (from 4) that are solved by police
6. Comparison of solved rates (from 5) with most similar forces

Data in relation to

Indicator
1. % of 999s answered within ten seconds
2. % of emergencies responded to within target time
3. Number of killed and seriously injured collisions

Data in relation to Victim Satisfaction and Confidence – this will include summary data from the Crime Survey of England and Wales and Victim Satisfaction Surveys and will be further expanded on within the six monthly report below.

Indicator
1. % of public who agree that police do a good job
2. % of public who agree police deal with community priorities
3. % of public who agree police would treat them fairly
4. % of public who agree that they have confidence in the police overall
5. Average answering time for 101 calls
6. Victim satisfaction (<i>Hate Crime, Business Crime, Rural Crime, On-line Crime</i>)*
a. With overall service
b. With accessibility
c. With actions taken
d. With treatment
e. With how well they were kept informed

*The Constabulary will introduce surveying of victims of domestic abuse and sexual offences but this is a longer term piece of work.

In addition an annual performance report will be received which will focus on the following crime types. Domestic burglary, violence with injury, robbery, ASB, reoffending and drug trafficking.

Qualitative Monitoring Reports

Reports come to Accountability and Performance Panel to monitor a range of policing functions. These reports provide context and progress against key actions in the Police and Crime Plan. However the changes to the Police and Crime Plan in January 2017 resulted in a number new reports being introduced.

- Public Access & Command and Control Room Report (six monthly)
- Victim Code Report (six monthly)
- Confidence & Satisfaction Report (six monthly)
- Workforce Report (including Learning and Development) (annual)
- Road Safety Report (annual)

Workforce

Complete workforce data will be reported annually in the Medium Term Financial Plan (see www.suffolk-pcc.gov.uk). High level updates will also be provided quarterly to the Accountability and Performance Panel within the Performance Priorities report. The strategic context will be provided in an annual workforce report will be prepared for which will look at wider workforce strategy issues including workforce numbers, sickness and restricted/adjusted duties and learning and development.

In addition, detail about the diversity of the workforce will be considered with more contextual narrative in the Diversity Annual Report.

