



## **POLICE AND CRIME PLAN FOR SUFFOLK 2017-2021**

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

Police and Crime Commissioners (PCCs) are champions for the public interest. This, my second Police and Crime Plan, sets out my police and crime objectives for policing in Suffolk for the next four years. The plan provides me with the opportunity to build upon the work that I started during my first term of office, and is clear about my commitment to protect the most vulnerable and put victims of crime and communities firmly at the heart of all our services.

To achieve my objectives I must ensure that our Chief Constable has the appropriate resources to respond to demand and that resources are prioritised where they are most needed to protect the most vulnerable members of our communities.

Once again my Police and Crime Plan is clear about my 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 such as Neighbourhood Watch, Community Speedwatch and victim services providers, it is possible to deliver more effective, coordinated solutions which are fundamental to creating a safer Suffolk in which to live, work, travel and invest.

A handwritten signature in black ink, which appears to read "Tim Parry". The signature is written in a cursive style.

September 2016

## **My Police and Crime Objectives for the four years 2017-2021<sup>i</sup>**

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

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

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

It is vital that our communities have the trust and confidence to report crimes to the police and that victims of crime can access the support they need to cope and recover from the crime. As the voice for victims of crime I need to understand how effective services are and ensure that services are responsive, easily accessible, and keep people properly informed. So, during my second term of office, I will increase the emphasis on ensuring that victims are at the heart of our services and that they are satisfied with the police. Particular emphasis will be placed on how well the police keep people informed.

PCCs have the power to commission services for victims of crime and should act as the voice of the victim. PCCs should not only focus on the effectiveness of policing but also satisfy themselves that support services for victims of crime are effective. Victims do not experience policing in isolation. Their experience of the police is one element of their experience of a much wider system involving multiple services and multiple points of entry. For example, systems such as services for victims of domestic abuse are very complex. Victims may deal with the Police, Adult and Social Care, Children and Young Peoples' Services, Independent Domestic Violence Advisors, Magistrates' Courts, Crown Prosecution Service, Victim Support and so on. It is likely therefore that a victim's confidence and satisfaction will be influenced by experiences of the much wider system and I believe that the traditional way of monitoring in silos, and in isolation from other important facets of the same system, leads to a rather simplistic judgement of the effectiveness of service. With this in mind I believe that we must try to understand a victim's view by working to understand the victim's perspective, as shaped by the whole system. This will enable me to be a stronger voice for victims and for the communities I have been elected to serve. My performance monitoring arrangements will therefore seek to understand whole systems.

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<sup>i</sup> This Plan will commence at the earliest opportunity and by 1 April 2017 at the latest.

I also remain a strong advocate for victims of business crime. Business such as farming, agricultural, retail, industrial, services, energy and tourism are vital to a vibrant local economy. Although crimes against businesses are often perceived as ‘victimless’, these crimes have wide ramifications, and can affect profitability, employers, employees, customers and the wider community, and deter inward investment. The way in which policing is conducted can have a significant impact on our local economy and Suffolk Constabulary will continue have regard for this in their day-to-day policing activities.

Another important influence on trust and confidence of communities is having a workforce that is able to engage effectively with our communities. This demands for a more diverse workforce and, as described in Objective 4, over the next three years I am committed to increasing diversity in the workforce.

### **Objective 3: Making Suffolk Safer - Protecting vulnerable people and communities by preventing, reducing and solving crime and reduce ASB<sup>ii</sup>**

Suffolk is one of the safest places in which to live, work, travel and invest. Over 83%<sup>iii</sup> of victims of crime are satisfied with the service provided by Suffolk Constabulary and over 81% of the public have confidence in the Constabulary<sup>iv</sup>. The Constabulary must continue to protect the community and respond to those threats which present the greatest risk of harm. Threats such as serious and organised crime, extremism, childhood sexual abuse, cyber-crime, human trafficking, female genital mutilation and domestic abuse are not immediately visible, but, this so-called ‘hidden harm’ presents considerable risk to us all. Perpetrators use increasingly sophisticated methods to go undetected so, over the last two years I have awarded considerable additional funds to support the work to tackle these threats. Hidden harm will continue to remain a priority.

The Constabulary’s own workforce is complemented by partners such as the National Crime Agency, Eastern Region Special Operations Unit and the Counter Intelligence and Terrorism Unit. Together with Suffolk Constabulary’s capacity and capability a highly specialised and experienced capability is in place to protect all our communities.

The very nature of hidden crime means that awareness of the threats associated with hidden harm is low. We must continue to raise awareness of these threats and help our communities understand how they can help to protect themselves.

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<sup>ii</sup> Anti-social behaviour

<sup>iii</sup> As at June 2016. See Paper number AP16/33 presented to Accountability and Performance Panel [http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16\\_33-Performance-Priorities.pdf](http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16_33-Performance-Priorities.pdf)

<sup>iv</sup> As at March 2016. See Paper number AP16/33 presented to Accountability and Performance Panel [http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16\\_33-Performance-Priorities.pdf](http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16_33-Performance-Priorities.pdf)

While anti-social behaviour (ASB) is often considered to be less serious it can blight lives, particularly if the victim is a vulnerable person or is persistently targeted. This is recognised by the Victims Code of Practice<sup>v</sup> which sets out the standards of service that the police and other bodies are required to provide to victims of crime, and includes ‘vulnerable’ and ‘persistently targeted’ victims.

The landscape that the Police Service is now occupies is extremely complex and enormously demanding and we will strive to protect our vulnerable people and communities by continuing to prevent, reduce and solve crime and reduce ASB.

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

##### **Resources**

To achieve my vision the organisation must have the right people, equipment, capacity and capability in place. Against the backdrop of increased challenges and budget constraints I am committed to ensuring the organisation has the necessary resources to meet demand. This will be supported by a relentless focus on value for money and efficiency, and eradicating all waste.

My Medium Term Financial Plan (MTFP) sets out my plans for four years and outlines the resources made available to the Chief Constable along with my other financial plans such as the arrangements for the commissioning of victims’ services. Our financial position is reliant upon various factors including my decision on the council tax precept, the annual announcement of the grant settlement by the Home Office and the Ministry of Justice’s annual announcement regarding our Victims’ Services funds. While I favour longer term financial planning cycles the uncertainty and constantly changing fiscal environment means that it is difficult to prepare the MTFP with any degree of financial certainty beyond the first year which necessitates that the MTFP is reviewed annually. The latest version of the Plan is published on my website<sup>vi</sup>. Given the demands on policing the current MTFP is based upon an assumption of a 2% increase in the council tax precept over the next three years.

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<sup>v</sup> Code of Practice for Victims of Crime published by Ministry of Justice

<sup>vi</sup> The MTFP for 2016/17-2019-2020 is available at [www.suffolk-pcc.gov.uk/decision/2-2016-medium-term-financial-plan-2016-17-to-2019-2020](http://www.suffolk-pcc.gov.uk/decision/2-2016-medium-term-financial-plan-2016-17-to-2019-2020). Subsequent MTFPs will also be available at [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk)

## Workforce and Diversity

If the organisation is to tackle the threats posed by ‘hidden harm’ our workforce must engage effectively with our diverse communities to build trust and confidence. In recent years financial constraints limited the Constabulary’s ability to recruit and re-shape the workforce into one that is much more diverse and reflective of the communities it serves. My provisional commitment to increase the council tax precept over the next three years will place the Constabulary in a good position to achieve greater diversity so that the workforce is more reflective of the communities we serve. The current diversity profile (Table 1) shows there is much to do to achieve my vision and we will work with community representatives to address this.

**Table 1**

Diversity profile						
% of workforce <sup>vii</sup>	Black and minority ethnic community	2.11%	Female	42.14%	Lesbian, Gay and Bisexual	2.62%
	Part-time	19.36%	Disabled	4.75%		

While ‘visible’ police officers and staff are important to maintaining the trust and confidence of the public, by necessity, the resources devoted to tackling ‘hidden harm’ such as the cyber-crime unit are not ‘visible’ police officers on the street. Police officers and specialist police staff must work covertly to identify perpetrators of hidden harm and bring them to justice. If we are to tackle hidden harm the narrative about officer numbers and judgements about the efficiency and effectiveness of policing needs to move beyond the outmoded notion of ‘visible’ police officers on the streets to a more sophisticated acknowledging the complex policing landscape. The narrative must recognise that keeping our communities safe cannot now be achieved by visible policing alone but a multi-skilled workforce comprising police officers and specialist police staff from various law enforcement agencies, working overtly and covertly together across regional, national and global boundaries.

Suffolk Constabulary’s workforce comprises 1097.5 funded police officer posts, 107 funded PCSO posts and 923 funded members of police staff<sup>viii</sup> and is reinforced by specialist officers and staff in organisations such as the National Crime Agency, Eastern Region Special Operations Unit and the Counter Intelligence and Terrorism Unit.

<sup>vii</sup> [http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16\\_33-20160805-APP-Presentation-June-2016-V4.pdf](http://www.suffolk-pcc.gov.uk/wp-content/uploads/2016/08/AP16_33-20160805-APP-Presentation-June-2016-V4.pdf)

<sup>viii</sup> Workforce data will be published annually in the Medium Term Financial Plan.

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

PCCs can commission crime and disorder reduction services and services to help victims or witnesses cope and recover.

The total commissioning budget for 2016/17 is £1.638m comprising £700k set aside for commissioning crime and disorder reduction services and £938k 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.

Crime and Disorder Reduction Grants and Victims' Services Grants are issued in accordance with the principles outlined in our document 'Approach to Commissioning Services' (available on our website<sup>ix</sup>). Details of the crime and disorder reduction services which I have commissioned appear on my website (<http://www.suffolk-pcc.gov.uk/crime-and-disorder-reduction-grants-awarded>) and details of victims services can also be viewed on my website at <http://www.suffolk-pcc.gov.uk/involving-you/supporting-victims>. I have also entered into longer term commissioning for the following services.

Victim Support – for Victims' Assessment and Referral Centre (VARC)

2016/17	- £292,367
2017/18	- £292,367

Lighthouse Women's Aid –countywide Independent Domestic Advisor Service for high risk victims of domestic abuse.

2016/17	- £534,075
April 2017 - October 2017	- £333,624

### **Police and Crime Plan 2017-2021 - Action Plan**

In order for my vision for policing to become a reality and drive day-to-day activities it is necessary to translate the above objectives into a meaningful Action Plan. The Action Plan is attached at Appendix A. Annex 1 to this plan also sets out the arrangements that will apply for assessing performance (referred to in the Action Plan as the 'Performance Monitoring Arrangements').

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<sup>ix</sup> [www.suffolk-pcc.gov.uk](http://www.suffolk-pcc.gov.uk)

<b>ACTION PLAN</b>			
<b>Objective 1: Responding to calls for urgent assistance</b>			
1.	<b>Emergency (999) calls.</b>	We will answer a minimum of 90% of all '999' emergency calls within 10 seconds	<i>Scrutiny via performance monitoring framework (90% within 10 seconds).</i>
2.	<b>Responding to '999' incidents</b>	<p>We will respond to a minimum of 90% of emergency incidents within 15 minutes (urban locations) and 20 minutes (rural locations).</p> <p>We will ensure response rates are consistently maintained across the county.</p> <p>We will ensure that the use of technology (such as the Storm command and control system) is optimised to ensure accurate recording and response.</p>	<p><i>Scrutiny via performance Monitoring Framework</i></p> <p><i>Scrutiny via performance Monitoring Framework</i></p> <p><i>Scrutiny via performance Monitoring Framework</i></p>
<b>Objective 2: Caring about victims, communities, the local economy and our people.</b>			
3.	<b>Caring about our victims:</b> We will preserve our excellent levels of victim satisfaction and will continue	<p>We will continue to encourage victims of crime to report crimes to the police.</p> <p>We will ensure Suffolk Constabulary complies with the Code of Practice for Victims of Crime.</p>	<p><i>Scrutinised via the performance monitoring framework.</i></p> <p><i>Scrutinised via the Accountability and Performance Panel.</i></p>

	<p>to work to enhance confidence and satisfaction of our communities. We will ensure our victims' services are effective and help victims cope and recover from their experience.</p>	<p>We will ensure that data sharing and information systems such as Athena effectively protect vulnerable people.</p> <p>We will ensure that victims of crime continue to be satisfied the police and have high levels of confidence in the police.</p> <p>We will ensure Restorative Justice approaches are promoted and used in the Constabulary.</p> <p>We will support partners such as Community Safety Partnerships, the Local Criminal Justice Board, Health and Wellbeing Board to ensure that existing criminal justice systems and partnership working/oversight for issues such as hate crime, online safety, domestic abuse, etc. effectively protect vulnerable people.</p>	<p><i>Scrutinised via Accountability and Performance Panel.</i></p> <p><i>Scrutinised via performance management framework. Scrutiny of victims' satisfaction with:</i></p> <ul style="list-style-type: none"> <li>- overall service</li> <li>- initial police response/accessibility of the police</li> <li>- the actions the police took</li> <li>- how the police treated them.</li> <li>- how well the police kept them informed</li> </ul> <p><i>Scrutinised via the Accountability and Performance Panel.</i></p> <p><i>Clear partnership working/oversight arrangements to be developed. To be pursued via the Health and Wellbeing Board, Safe and Strong Communities Group, Community Safety Partnerships, etc.</i></p>
4.	<p><b><i>Caring about our young people:</i></b> We will work to help keep young people safe and help them to protect themselves, deter them from committing crime</p>	<p>We will continue to support young people such as cadets, and in particular schemes which work with disadvantaged young people and those on the edge of criminality, e.g. Positive Futures and Youth Offending Scheme (YOS).</p> <p>We will support crime and disorder reduction initiatives to provide early intervention and prevention to reduce crime and ASB committed by young people (e.g. knife crime, YOS Diversion Scheme).</p>	<p><i>Ongoing (Details of all Crime and Disorder Reduction Grants awarded can be found at <a href="http://www.suffolk-pcc.gov.uk/crime-and-disorder-reduction-grants-awarded">http://www.suffolk-pcc.gov.uk/crime-and-disorder-reduction-grants-awarded</a>).</i></p> <p><i>Ongoing (Details of all Crime and Disorder Reduction Grants awarded can be found at <a href="http://www.suffolk-pcc.gov.uk/crime-and-disorder-reduction-grants-awarded">http://www.suffolk-pcc.gov.uk/crime-and-disorder-reduction-grants-awarded</a>)</i></p>

	and encourage them to aspire to achieve.	<p>We will maximise the use of the Apprenticeship Levy.</p> <p>We will monitor the effectiveness of our new schools' PCSOs.</p> <p>We will continue with my programme of engagement with schools and children and young peoples' groups.</p>	<p><i>Recruitment of 'joint' apprentices for the Constabulary and the Office of the PCC by April 2018</i></p> <p><i>Via Six monthly updates Accountability and Performance Panel</i></p> <p><i>Ongoing – through schools engagement activities and PCSOs.</i></p>
5.	<b>Caring about our local economy</b>	<p>We will continue to be accessible to businesses and their representatives and with businesses through attendance at meetings of representative bodies.</p> <p>We will introduce a single point of contact in the Constabulary to liaise with businesses and advise on food crime.</p> <p>Where appropriate I will personally support business initiatives such as the introduction of further business improvement districts.</p> <p>We will work with business representatives to develop suitable mechanisms for scrutinising business crime during my second term of office.</p> <p>We will ensure that the Constabulary has the capacity and capability to tackle business crime.</p> <p>We will listen to feedback from the business community.</p>	<p><i>We will continue to meet with business representatives regularly.</i></p> <p><i>By June 2017.</i></p> <p><i>Ongoing - via business engagement activities.</i></p> <p><i>By June 2017.</i></p> <p><i>Annual review via the Accountability and Performance Panel.</i></p> <p><i>Ongoing - via business engagement activities.</i></p>
6.	<b>Caring about our people (officers, staff and volunteers).</b>	<p>I will continue to be visible and accessible to our workforce.</p> <p>We will conduct a survey of all officers, staff, special constables and volunteers and develop an Action Plan to address any issues of concern and improve morale.</p>	<p><i>Ensuring I am accessible through various means (telephone, email, webchats and informal/formal meetings).</i></p> <p><i>Survey to be completed by April 2017. Action plan to be delivered by June 2017. Feedback from staff, officers and staff</i></p>

		<p>We will ensure that our workforce is properly resourced and have the right equipment, skills and training necessary to perform their roles.</p> <p>We will ensure we recognise the valuable contribution of our volunteers (e.g. neighbourhood watch, community speedwatch and victims' services) and we are able to optimise the support they can give.</p>	<p><i>representatives through regular station visits, email contact, web chats, social media, etc.</i></p> <p><i>Feedback from staff, officers and staff representatives through regular station visits, email contact, web chats, social media, etc.</i></p> <p><i>'Citizens in Policing Strategy' to be published by April 2017.</i></p>
7.	<b>Engagement with constituents, partners, stakeholders and businesses.</b>	<p>We will enhance public access arrangements via Phase 2 website project (e.g. online reporting, web chats, etc) and non-urgent '101' call answering.</p>	<p><i>To implement Phase 2 of the website project by June 2017</i></p> <p><i>To evaluate the impact of the new automated telephony system to improve call answering. (Initial evaluation March 2017 and full year evaluation December 2017).</i></p> <p><i>To evaluate the CCR shift system to ensure the CCR is appropriately resourced to meet demand (review completed by November 2016).</i></p> <p><i>To undertake an annual review of resources and shift arrangements in the Contact and Control Room (CCR) to ensure that the CCR is appropriately resourced to meet demand.</i></p> <p><i>To evaluate the introduction of the new Constabulary website and impact on CCR.</i></p>

		<p>We will be available to attend district/borough meetings on an annual basis to provide an annual PCC update.</p> <p>We will introduce further initiatives to improve workforce diversity so that the organisation is more representative of our communities.</p> <p>We will work with our communities to review the current arrangements for engaging with our diverse communities</p> <p>We will introduce a 'key people strategy' to minimise the impact on disruption and productivity losses associated with movements of officers in key partnership roles (e.g. locality inspectors, business liaison, etc.).</p> <p>We will explore the benefits associated with introducing special constables dedicated to specific specialist areas e.g. their own locality (SNT or Parish based) or specialist projects such as cyber crime.</p> <p>We will review the visibility of uniformed staff to deliver appropriate levels of visibility in our communities.</p> <p>We 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.).</p>	<p><i>Scrutiny of average call answering time via performance management framework. We will ensure the benefits that Athena system and STORM can deliver are optimised in order to reduce demand on the CCR.</i></p> <p><i>Attend annual meetings of district/borough meetings.</i></p> <p><i>Review of the Diversity Action Plan to be scrutinised via the performance management framework.</i></p> <p><i>Scrutinised via report to Accountability and Performance Panel (June 2017).</i></p> <p><i>Scrutinised via report to Accountability and Performance Panel (June 2017).</i></p> <p><i>Proposals by September 2017</i></p> <p><i>Proposals by January 2017</i></p> <p><i>Report by December 2017</i></p>
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**Objective 3: Protecting the most vulnerable people and communities by preventing, reducing and solving crime and anti-social behaviour**

8.	<p><b>Protecting our most vulnerable victims and victims of hidden harm:</b></p>	<p>I will continue to raise awareness of so called ‘hidden harm’<sup>x</sup> so that victims have the trust and confidence to report crimes.</p> <p>We will continue to encourage victims to report their crimes<sup>xi</sup>.</p> <p>We will ensure that the most vulnerable victims<sup>xii</sup> and victims of hidden harm receive appropriate high quality support from the police and our commissioned victims’ services in accordance with the Code of Practice for Victims.</p> <p>We will listen to feedback from victims about the services they receive (from the police, PCC commissioned victims’ services and other services) and work with partners so that together we may plan and deliver the best possible services for victims of crime.</p> <p>We 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.</p> <p>We will ensure that victims of domestic abuse are satisfied with the service they receive from the police.</p>	<p><i>Scrutinised via performance monitoring framework.</i></p> <p><i>Scrutinised via performance monitoring framework</i></p> <p><i>Scrutinised via performance monitoring framework</i></p> <p><i>Scrutinised via performance monitoring framework.</i></p> <p><i>Via membership/representation on Health and Wellbeing Board, Local Criminal Justice Board, Safer and Strong Communities Group, etc.</i></p> <p><i>Scrutinised via performance management framework. Scrutiny of victims’ satisfaction with:</i></p> <ul style="list-style-type: none"> <li>- <i>overall service</i></li> <li>- <i>initial police response/accessibility</i></li> </ul>
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<sup>x</sup> Hidden harm includes child sexual exploitation, human trafficking, female genital mutilation, ‘online’ harm, honour based violence, and other offences which are committed out of sight, online, etc.

<sup>xi</sup> Increasing trust and confidence in the police and other agencies with the aim of encouraging them to report their crime will result in an increase of reported crime.

<sup>xii</sup> As defined by the Code of Practice for Victims. This will include those victims are persistently targeted such as victims of ASB and hate crime and vulnerable victims such as missing children.

			<ul style="list-style-type: none"> <li>- of the police</li> <li>- the actions the police took</li> <li>- how the police treated them.</li> <li>- how well the police kept them informed</li> </ul>
9.	<p><b>Domestic Abuse</b></p> <p>I will continue with our work to support victims of domestic abuse and strive to understand the 'whole system' of services for victims of domestic abuse.</p>	<p>We will listen to feedback from victims about the services they receive (from the police, PCC commissioned victims' services and other services) and work with partners so that together we can plan and deliver the best possible services for victims of crime.</p> <p>We will continue to encourage victims of domestic abuse to report their crimes.</p> <p>We will ensure that victims of domestic abuse receive appropriate high quality support from the police and our commissioned victims' services in accordance with the Code of Practice for Victims.</p> <p>We will ensure that victims of domestic abuse are satisfied with the service they receive from the police.</p>	<p><i>Scrutinised via performance monitoring framework</i></p> <p><i>Scrutinised via performance monitoring framework.</i></p> <p><i>Scrutinised via performance monitoring framework.</i></p> <p><i>Scrutinised via performance management framework. Scrutiny of victims' satisfaction with:</i></p> <ul style="list-style-type: none"> <li>- overall service</li> <li>- initial police response/accessibility of the police</li> <li>- the actions the police took</li> <li>- how the police treated them.</li> <li>- how well the police kept them informed</li> </ul> <p><i>An evaluation will be undertaken of the training programme 'Domestic Abuse Matters - 25 days of action' which to help frontline police officers and staff deliver a better service to victims of domestic abuse.</i></p>

		<p>We 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.</p>	<p><i>Membership/Representation on Domestic Abuse Review Team of the Safe and Strong Communities Group, County Strategic Commissioning Group, Health and Wellbeing Board and liaison with Community Safety Partnerships.</i></p>
10.	<p><b>Serious Sexual Offences</b></p> <p>I will continue with our work to support victims of serious sexual offences and strive to improve the 'whole system' of services for victims of serious sexual offences.</p>	<p>We will listen to feedback from victims about the services they receive (from the police, PCC commissioned victims' services and other services) and work with partners so that together we can plan and deliver the best possible services for victims of crime.</p> <p>We will ensure victims of serious sexual offences continue to be encouraged to report their crimes.</p> <p>We will ensure victims of serious sexual offences are satisfied with the service they receive from the police.</p>	<p><i>(1) Membership/Representation on Domestic Abuse Review Team of the Safe and Strong Communities Group. County Strategic Commissioning Group, Health and Wellbeing Board and liaison with Community Safety Partnerships.</i></p> <p><i>(2) Scrutinised via performance management framework. Scrutiny of victims' satisfaction with:</i></p> <ul style="list-style-type: none"> <li>- <i>overall service</i></li> <li>- <i>initial police response/ accessibility of the police</i></li> <li>- <i>the actions the police took</i></li> <li>- <i>how well the police kept them informed</i></li> <li>- <i>how the police treated them.</i></li> </ul> <p><i>(3) Scrutinised via performance monitoring framework:</i></p> <ul style="list-style-type: none"> <li>- <i>reporting rates</i></li> <li>- <i>solved rates</i></li> <li>- <i>criminal justice outcomes (e.g. conviction rates)</i></li> <li>- <i>comparisons with other force areas, detailed breakdowns of offence types, victim cooperation, etc.</i></li> </ul>

11.	<p><b>Hate Crime</b></p> <p>I will continue with our work to support victims of hate crime and strive to improve the 'whole system' of service provision for victims of domestic abuse.</p>	<p>We will listen to feedback from victims about the services they receive (from the police, PCC commissioned victims' services and other services) and work with partners so that together we can plan and deliver the best possible services for victims of crime.</p> <p>We will continue to encourage victims of hate crime to be encouraged to report their crimes.</p> <p>We will ensure that victims of hate crime are able to access services from the police, the Victims' Assessment and Referral Centre (VARC) and an independent specialist hate crime service.</p>	<p>(1) <i>Membership/Representation on Domestic Abuse Review Team of the Safe and Strong Communities Group. County Strategic Commissioning Group, Health and Wellbeing Board and liaison with Community Safety Partnerships.</i></p> <p>(2) <i>Scrutinised via performance management framework. Scrutiny of victims' satisfaction with:</i></p> <ul style="list-style-type: none"> <li>- <i>overall service</i></li> <li>- <i>initial police response/ accessibility of of the police</i></li> <li>- <i>the actions the police took</i></li> <li>- <i>how well the police kept them informed</i></li> <li>- <i>how the police treated</i></li> </ul> <p><i>Scrutinised via performance monitoring framework</i></p> <p><i>Scrutinised via performance monitoring framework</i></p>
12.	<p><b>Online safety</b></p> <p>I will ensure that the Constabulary provides appropriate advice or signposting for</p>	<p>We will ensure that appropriate support and advice (the police, the VARC and e-safety advice) are available<sup>xiii</sup> to those who are concerned about online crime.</p> <p>We will listen to feedback about services provided by the police to those who are concerned about online crime to assess the effectiveness of services available to those concerned about online crime.</p>	<p><i>Scrutinised via performance monitoring framework</i></p> <p><i>Scrutinised via performance monitoring framework.</i></p> <p><i>Membership/representation on Health and Wellbeing Board, Safe and Strong</i></p>

<sup>xiii</sup> Services to victims of online fraud are provided by Action Fraud (a national body).

	people concerned about online safety.	We will introduce a multi-agency Proof of Concept Innovation Project for Online Safety for Vulnerable Young People in partnership with Suffolk County Council.	<i>Communities Group, Local Criminal Justice Board and County Multi-Agency E-safety Group, and liaison with Community Safety Partnerships.</i>  <i>By December 2017</i>
13.	<b>Drugs and substance misuse</b> I will continue to tackle drugs and substance misuse.	We will continue to undertake initiatives to disrupt organised crime activities, tackle drug trafficking.  We will monitor and evaluate the impact of Constabulary drugs/drink diversionary schemes.  We will continue to support activities to reduce substance and drug misuse.	<i>Scrutinised via performance management framework.</i>  <i>Evaluation by September 2017</i>  <i>Ongoing.</i>
14.	<b>Roads safety</b> Making Suffolk's roads safer.	We will remain committed to making our roads safer, particularly through actions to tackle the 'fatal four' (speeding, mobile phones, drinking and seat belts).  We will work with partners to ensure that all possible action is taken to make our roads safe.  We will ensure the Driver Diversionary Scheme is operating effectively, is commissioning appropriate services and providing value for money, tangible outcomes for road users.	<i>Scrutinised via performance management framework.</i>  <i>Evaluation of roads policing initiatives such as the motorcycle roads policing unit and the new Western Roads Policing Initiative.</i>  <i>Scrutinised via performance management framework and regular reporting to my Accountability and Performance Panel.</i>  <i>Through Membership of Suffolk Roadsafe Board and liaison with local business representatives.</i>  <i>Via annual report to my Accountability and Performance Panel meeting.</i>

		<p>We 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.</p> <p>We will continue to support and invest in Automatic Number Plate Recognition Systems (ANPR).</p>	<p><i>Via engagement with business representatives and partners.</i></p> <p><i>Through annual report to my Accountability and Performance Panel meeting.</i></p>
15.	<b>Reducing Reoffending and Transforming Rehabilitation</b>	<p>We will continue to support the Integrated Offender Management Scheme in Suffolk.</p> <p>We will work with the Community Rehabilitation Company (CRC) to ensure that the 'Through The Gate' scheme properly supports offenders scheduled for release from prisons to prevent reoffending.</p> <p>We will seek to satisfy myself that the 'Through The Gate' scheme is providing effective support to offenders/ex-offenders and delivering long term sustainable reductions in reoffending rates.</p> <p>We will explore the introduction of schemes for supporting offenders on release from prison and supporting ex-offenders in specialist/niche skills thus supporting the local economy.</p> <p>We will monitor offending/reoffending rates.</p>	<p><i>Ongoing</i></p> <p><i>Ongoing engagement with the CRC and Local Criminal Justice Board.</i></p> <p><i>Ongoing engagement with the CRC and Local Criminal Justice Board.</i></p> <p><i>Proposals by September 2017</i></p> <p><i>Annual update to Accountability and Performance Panel</i></p>
16.	<b>Rural Communities</b>	<p>We will continue to support and engage with communities regarding rural crime issues (e.g. agricultural crime, domestic abuse in rural areas, young people from rural areas, Heritage crime, etc).</p> <p>We will listen to feedback from victims of rural crime about their experience with the police (initial response, keeping people informed), victims' services (e.g. VARC).</p>	<p><i>I will be accessible to engage with communities regarding in rural issues.</i></p> <p><i>Scrutinised via performance monitoring framework.</i></p>

		<p>We will listen to feedback from victims about the services they receive (from the police, PCC commissioned victims' services and other services) and work with partners so that together we can plan and deliver the best possible services for victims of crime.</p> <p>An additional Rural Crime Unit will be introduced to complement the existing Rural Crime Unit.</p> <p>I will work with partners to reinvigorate activity to tackle anti-social activities such as fly-tipping, litter, etc.</p>	<p><i>Membership/Representation on Safer, Stronger Suffolk Group. County Strategic Commissioning Group, Health and Wellbeing Board and liaison with Community Safety Partnerships.</i></p> <p><i>By April 2017 (latest).</i></p> <p><i>Membership of Safe and Strong Communities Group</i></p>
<b>Objective 4 – Making Suffolk Safer - An ethical, efficient and effective service with the right resources</b>			
17.	<p>We will deliver a high quality efficient and effective service with a relentless focus on value for money and improve our services in the light of organisational learning.</p>	<p>I will ensure that the Constabulary satisfies the requirements of the Strategic Policing Requirement.</p> <p>The Constabulary and the OPCC will be 'learning organisations' and will act upon feedback such as complaints and correspondence and improve services improved as appropriate.</p> <p>I will hold the Chief Constable to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics.</p> <p>I will ensure that our new approach to budget prioritisation (Outcome Based Budgeting) 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.</p>	<p><i>Annual updates via Accountability and Performance Panel.</i></p> <p><i>Scrutiny via performance monitoring framework.</i></p> <p><i>Reported to the Audit Committee annually.</i></p> <p><i>Scrutiny via the Accountability and Performance Panel.</i></p>

		<p>I will continue to focus on ensuring excellent value for money from all our resources, including our collaborative and partnership resources (e.g ERSOU and CITU) and our commissioned victims' services<sup>xiv</sup>.</p> <p>I will ensure that workforce numbers, capability, capacity, restricted/adjusted duties and sickness rates are monitored and managed efficiently and effectively in a way which properly recognises all the resources at our disposal and that they are allocated to help keep communities and our most vulnerable communities safe.</p> <p>I will adopt different strategies to engage with our diverse communities and improve the visible/non-visible diversity of our workforce so that it is more reflective of our communities.</p> <p>We will develop profiles to understand calls for services and establish the nature of demands on services (e.g. mental health, etc.).</p> <p>We will continue to support discussions with partners to develop and implement integrated services and other initiatives that better address demands for service where multiple statutory bodies are involved in service delivery.</p> <p>We will continue transformation of ICT and digital services to improve</p>	<p><i>Scrutiny via Accountability and Performance Panel.</i></p> <p><i>Scrutiny via performance monitoring framework</i></p> <p><i>Scrutiny of progress against the Diversity Strategy Action Plan and via performance monitoring framework</i></p> <p><i>Scrutiny via performance monitoring framework. Regular analysis to establish the nature of demand on services.</i></p> <p><i>Membership/Representation on Safe and Strong Communities Group. County Strategic Commissioning Group, Health and Wellbeing Board and liaison with Community Safety Partnerships.</i></p> <p><i>We will work with relevant local authorities to develop a business case to transfer civil parking enforcement from police to local authorities.</i></p> <p><i>Scrutiny of Constabulary's Digital Strategy through Accountability and Performance</i></p>
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<sup>xiv</sup> Eastern Region Special Operations Unit and Counter Intelligence and Terrorism Unit

	<p>efficiency and effectiveness, and we will ensure the benefits that technology such as Athena and Storm can deliver are optimised.</p> <p>We will continue to review our estates and buildings to ensure that they are fit for purpose.</p> <p>We will continue to seek opportunities to share premises with partners (e.g. forces, public sector partners, etc.) to maximise the use of resources.</p> <p>We will continue to seek opportunities to collaborate and deliver integrated services with partners (forces, public sector partners, etc.) at a local, regional and national level.</p> <p>We will seek to maximise the opportunities afforded by innovation and transformation grant funds.</p> <p>I will continue to lobby nationally for a fairer share of police funding.</p> <p>We will introduce workforce arrangements which maximises the benefits that can be derived from involving all citizens in policing (volunteers, police officers, staff, etc.).</p> <p>We will produce a joint PCC/Constabulary protocol regarding the steps that the Constabulary will embark upon before major projects are implemented, and, where deemed appropriate, obtain independent advice and assistance with major projects.</p>	<p><i>Panel.</i></p> <p><i>Publication of Estates Strategy by April 2017.</i></p> <p><i>Ongoing.</i></p> <p><i>Scrutiny via Accountability and Performance Panel, Collaboration Panel and other governance mechanisms (e.g. 7 forces collaboration, Blue Light Collaboration).</i></p> <p><i>Regular reports to Accountability and Performance Panel.</i></p> <p><i>Via the Home Office &amp; Association of Police and Crime Commissioners</i></p> <p><i>'Citizens in Policing Strategy' to be published by April 2017.</i></p> <p><i>Proposals produced by April 2017.</i></p>
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**POLICE AND CRIME PLAN 2017-2021**

**PERFORMANCE MONITORING FRAMEWORK – QUANTITATIVE MEASURES**

Progress against the Police and Crime Plan Action Plan will be assessed as follows:

1. Where possible quantitative measures such as 'Answering 999 calls', 'Emergency Response' and 'satisfaction of victims of crime' will be reported via 'control' charts. These charts 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, particularly where it is lower than the limit, this indicates abnormal (or 'exceptional') performance. The performance 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).
2. Quantitative indicators have been separated into four domains based on the type of activity they measure. There will be two frequencies for update, either quarterly or annually to the meetings of the Accountability and Performance Panel. The frequency is indicated against each measure.
3. 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.

## Proposed indicators

### Crime

Domestic abuse, serious sexual offences, child sexual abuse, hate crime and cyber-enabled crimes. Rural crimes and business crimes may be added to this suite in future. These indicators will be updated quarterly for Accountability and Performance Panel meetings. Further contextual information and statistical data will be included in reports as necessary.

Indicator
1. Number of crimes
2. Comparison of number of crimes to most similar forces
3. Victim satisfaction ( <i>not appropriate for CSA</i> )
a. With overall service*
b. With accessibility*
c. With actions taken*
d. With treatment*
e. With how well they were kept informed*
4. The proportion of cases where an investigation is possible
5. The proportion of these cases (from 4) where victims support prosecution
6. The proportion of these cases (from 5) that are solved by police
7. Comparison of solved rates (from 6) with most similar forces

\*Data is not currently collected. Therefore arrangements will need to be developed for collecting data.

### **Domestic burglary, violence with injury, robbery, ASB, reoffending and drug trafficking**

These indicators will be subject to an annual report for Accountability and Performance Panel meetings.

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

\*\* Where appropriate

## Public Safety

These indicators will be updated quarterly for Accountability and Performance Panel meetings.

Indicator
1. % of 999s answered within ten seconds
2. % of emergencies responded to within target time
3. Number of killed and seriously injured collisions
4. Number of 'fatal four' road safety interventions***

\*\*\* Data is not currently collected. Therefore arrangements will need to be developed for collecting data.

## Confidence

These indicators will be updated quarterly for Accountability and Performance Panel meetings (data is made available via the Crime Survey of England and Wales which reports quarterly).

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

## Workforce

Complete workforce data will be reported annually in the Medium Term Financial Plan (see [www.suffolk-pcc.gov.uk/decision/2-2016-medium-term-financial-plan-2016-17-to-2019-2020](http://www.suffolk-pcc.gov.uk/decision/2-2016-medium-term-financial-plan-2016-17-to-2019-2020)). Updates will also be provided quarterly via the Accountability and Performance Panel.

Indicator*
1. Total posts (funded and actual):
a. Police officers
b. Police Community Support Officers
c. Police staff
2. Percentage of working hours lost to sickness
d. Police officers
e. Police Community Support Officers
f. Police staff
3. Percentage and number on restricted duties
g. Police officers
h. Police Community Support Officers
4. Percentage on adjusted duties
i. Police officers
j. Police Community Support Officers

\* The definitions of posts and the presentation of these may be subject to change.

The following indicators will be updated six monthly for Accountability and Performance Panel.

<b>Indicator</b>
1. Percentage of workforce (for police officer ranks and grade bandings for police staff):
a. Black or Minority Ethnic
b. Female
c. LGBTQ
d. Disabled
e. Part-time