



2017-2021

Police & Crime Plan for Suffolk





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

As your Police and Crime Commissioner for Suffolk I am responsible for setting the police and crime objectives for policing. I do this through my Police and Crime Plan, and this, my second Police and Crime Plan, sets out my objectives for the next four years.

The plan affords the opportunity to build upon the work started during my first term of office and in particular increase the 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 appropriate resources so that the Constabulary can respond to demand and can ensure that resources are prioritised where they are most needed.

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. 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, respects the human rights of all and has 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, such as Neighbourhood Watch, Community Speedwatch and victim services providers, 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.



A handwritten signature in black ink that reads "Tim Passmore".

Tim Passmore

Police and Crime Commissioner for Suffolk

To protect our most vulnerable people it is vital that the police respond promptly to calls for urgent assistance.



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

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 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 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 impact of a crime. As a champion for victims of crime I need to understand how effective services are and be satisfied that services are responsive, easily accessible, and keep people well informed. During my second term of office, I will increase the focus on our services for victims so that victims are at the heart of service delivery.

I also have powers to commission services for victims of crime. So, I will work tirelessly to ensure that policing and victims' services work efficiently and effectively together to support victims of crime at their time of need.

Victims do not experience policing in isolation; their experience of the police is but one aspect of their experience of a much wider and complex system involving multiple services and various points of entry. For example, victims of domestic abuse may have to deal with police, victims' services, adult and social care, children and young peoples' services or the wider criminal justice system such as magistrates' courts. A victim's confidence and satisfaction is therefore likely to be influenced by their experience of any aspect of the much wider system. I believe that the traditional way of monitoring in silos, and in isolation from other important facets of the wider system, leads to a rather simplistic judgement of the effectiveness of services or whether a victim is receiving an effective service which meets their needs. With this in mind I believe we must try to understand the victim's perspective, as shaped by the system. This will enable me to be a stronger voice for victims and communities. My performance monitoring will therefore seek to understand the effect that the whole system and individual aspects of the system have on victims' confidence and satisfaction.

The way in which policing is conducted can have a significant impact on our local economy and Suffolk Constabulary must continue to have regard for this in their day-to-day policing activities. I remain a strong advocate for victims of business crime.

Businesses 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', 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.

Another important influence on trust and confidence of communities is having a workforce that is motivated and able to engage effectively with our communities.

Despite having one of the smallest workforces of all forces, our officers and staff are highly motivated and experienced.

Maintaining morale and making officers and staff feel valued will be a significant leadership challenge as we continue to meet the demands placed upon us. As we navigate these challenging times together with the Chief Constable I will ensure that our workforce has a voice by meeting regularly with officers and staff (informally, formally or via specially arranged events). We will make decisions in an open and transparent manner, and we will endeavour to provide the workforce with essential equipment, training and development.

A more diverse workforce will be important to engaging more effectively with our communities and, as described in Objective 4, I am committed to increasing diversity in the workforce via our recruitment and promotion processes.



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

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

Suffolk is one of the safest places in England and Wales in which to live, work, travel and invest. Over 83% of victims of crime are satisfied with the service provided by Suffolk Constabulary and over 81% of the public have confidence in the Constabulary.

AP16/33 presented to Accountability and Performance Panel in June 2016

Perpetrators use increasingly sophisticated methods to go undetected and many crimes are now committed out of sight. For example, 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. The police must continue to protect us by responding to those threats which present the greatest risk of harm.

Suffolk Constabulary has a highly specialised and multi-disciplined workforce in place to protect our communities, which is complemented by partners such as the National Crime Agency, the Eastern Region Special Operations Unit, and the Counter Terrorism and Intelligence Unit. Over the last two years I have provided considerable additional funds to the Constabulary to tackle these threats and tackling hidden harm remains a high priority.



Given that hidden harm is committed out of sight, awareness of the threats associated with hidden harm is low. We must continue to raise awareness of these threats and help our communities to understand how they can help to protect themselves.

While anti-social behaviour is often considered to be less serious it can blight lives, particularly if a victim is vulnerable or is persistently targeted.

This is recognised by the Code of Practice for Victims of Crime* 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.

**Published by the Ministry of Justice*

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

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. This will be supported by a relentless focus on value for money and efficiency, and eradicating any 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 commissioning of victims' services. Our financial position relies upon various factors including 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 plan with any degree of financial certainty beyond the next twelve months.

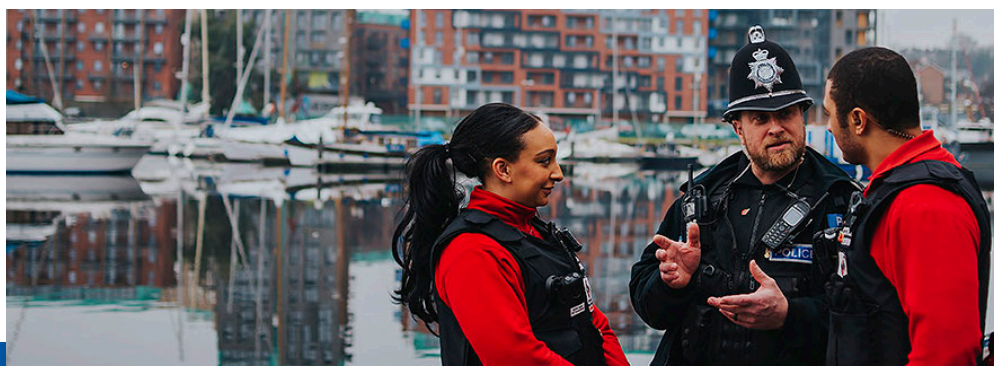
This necessitates that the Medium Term Financial Plan is reviewed annually. Given the demands on policing the financial plan is currently based upon an assumption of a 2% increase in the council tax precept in each of the next three years.

Workforce and Diversity

If the Constabulary is to tackle the threats posed by 'hidden harm' the workforce must be able to engage effectively with our diverse communities to build trust and confidence.

In recent years financial constraints limited the Constabulary's ability to recruit and to help re-shape the workforce into one that is much more diverse and reflective of the communities it serves.

**The Medium Term Financial Plan for 2017-18 to 2020-21 is available [here](#).*



Diversity profile						
% of workforce	Black and minority ethnic community	2.11%	Female	42.14%	LGBTQ+	2.62
	Part-time	19.36%	Disabled	4,75%		

My provisional commitment to increase the council tax precept over the next three years will help to achieve a more diverse workforce. The current diversity profile (Table above) shows there is much to do to achieve my vision and we will work with community representatives to address this.

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

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 always uniformed police officers.

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, judgements about officer numbers, efficiency and effectiveness need to move beyond the outmoded narrative of police officers numbers and 'visible police officers on the streets' to a more sophisticated one recognising the more complex policing landscape.

There also needs to be a recognition that keeping our communities safe cannot now be achieved solely by visible police officers but requires a multi-skilled, multi-agency workforce comprising police officers and specialist staff working covertly and overtly together across regional, national and global boundaries.

This more complex workforce model needs to better articulate the capacity and capability of our workforce and work will be undertaken to improve the way our workforce profile is presented.

Commissioning of crime and disorder reduction and victims' services

Part of my role as PCC is to commission crime and disorder reduction and victims' services.

The total commissioning budget for 2016/17 is £1.638m which includes £700k set aside for commissioning crime and disorder reduction services and £873k 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 the principles outlined in the document 'Approach to Commissioning Services' (available on my website), the conditions of award for all commissioned services appear on my website. I have also entered into longer term commissioning for the following services:

Victims' Assessment and Referral Service (Victim Support).

2016/17 - £292,367

2017/18 - £292,367

County Independent Domestic Violence Advisor Service for high risk victims of domestic abuse (Lighthouse Women's Aid).

2016/17 - £534,075

April 2017 - October 2017 - £333,624

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 day-to-day activities and a Performance Management Framework which outlines how performance will be monitored. These are published on my website alongside the Plan. Work is also underway on a Strategic Delivery Plan which is a more detailed version of the action plan and which will be periodically updated and published to provide an up-to-date picture.



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