



POLICE AND CRIME PLAN FOR SUFFOLK

Tim Passmore - Police and Crime Commissioner

2013-2017



POLICE & CRIME PLAN 2013-2017

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SECTION 1

POLICE AND CRIME PLAN FOR SUFFOLK 2013-2017

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



The government introduced elected Police and Crime Commissioners¹ (PCC) in November 2012 and I am delighted to have been elected as the first PCC for Suffolk. My role is to ensure an efficient and effective police force for Suffolk and to hold the Chief Constable to account on behalf of the public. I also have a wider community safety role and will work with partners, business representatives, the voluntary, social and community enterprise sector

and the people of Suffolk to identify and implement the community safety solutions that are most important to them.

I am passionate about Suffolk and I believe we all have a part to play in making Suffolk a safe, vibrant and thriving community where people want to live, work, travel and invest. To achieve this we must provide policing that is fair, accessible, respects the human rights of all and responsive enough to meet the needs of our ever-changing diverse communities. I believe that neighbourhood policing is the cornerstone of policing and I will ensure that our Safer Neighbourhood Teams are preserved and remain, visible and accessible in the heart of our communities.

Suffolk is served by committed and experienced police officers and police staff. In many areas performance is good. 92% of people feel safe² and nearly 68% agree that Suffolk Constabulary does a good job. These levels are amongst the highest in the country. Between 1 April 2012 and 17 March 2013³ there were 5039 fewer crimes recorded than the same period in 2011/12. This is the lowest level for a decade. There were 7830 fewer incidents of anti-social behaviour (ASB)⁴ and domestic burglary reduced by 4%⁵.

There are areas where we do need to improve and enhance performance. We need to reduce crimes of violence with injury, and increase solved rates of burglaries in people's homes and of serious sexual offences. Levels of satisfaction of victims of crime also need to be better.

Suffolk has one of the smallest budgets of all forces. It also has one of the lowest costs of policing⁶ per head of population and one of the smallest workforces. Despite this, officer workloads such as numbers of crimes per officer and charges per officer in Suffolk are higher than the national average⁷. In common with other forces, Suffolk Constabulary is facing the biggest financial cuts in a generation. The government's budget cuts mean that there will be fewer resources in real terms to meet ever-increasing demands. Since the police grant awarded by the government forms the bulk of our policing budget we are

heavily reliant on the grant. Consequently any grant reduction has a huge impact on the organisation.

Over the past five years the Constabulary has been financially prudent and has already delivered substantial savings. A further £10.6m must be saved by the end of 2016/17. The medium term financial plans that I inherited relied upon increases in the policing element of the council tax precept. Recent surveys also confirmed public support for increasing the council tax precept. However, while I am mindful that my decision on the precept is likely to have effect on the organisation in the longer term, I stand by my manifesto commitment to freeze the precept in 2013/14. In doing so I recognise that this will place further burden on a low cost force that is already striving to balance increasing demands while cutting its budget. However these are turbulent times for all public sector organisations and as we move forward we must adapt. Areas of good performance must be maintained and where performance needs to be better we must improve. The current climate also presents exciting opportunities for change as we challenge existing practices and develop new and creative ways of working. As we look to the future we need to build on the good work of the outgoing Chief Constable and Suffolk Police Authority. Clear, visible leadership from myself and our new Chief Constable will be paramount. I am confident that with the help of our highly motivated and committed workforce we can meet the challenge.

There are many excellent examples of what can be achieved in Suffolk when community safety and criminal justice partners, district, borough and county councils, businesses, our communities and our colleagues from the voluntary, community and social enterprise (VCSE) sector work together. I wholeheartedly believe that our collective power can deliver effective, coordinated solutions which will be fundamental to creating a safer Suffolk in which to live, work, travel and invest.



Tim Passmore
Police and Crime Commissioner for Suffolk

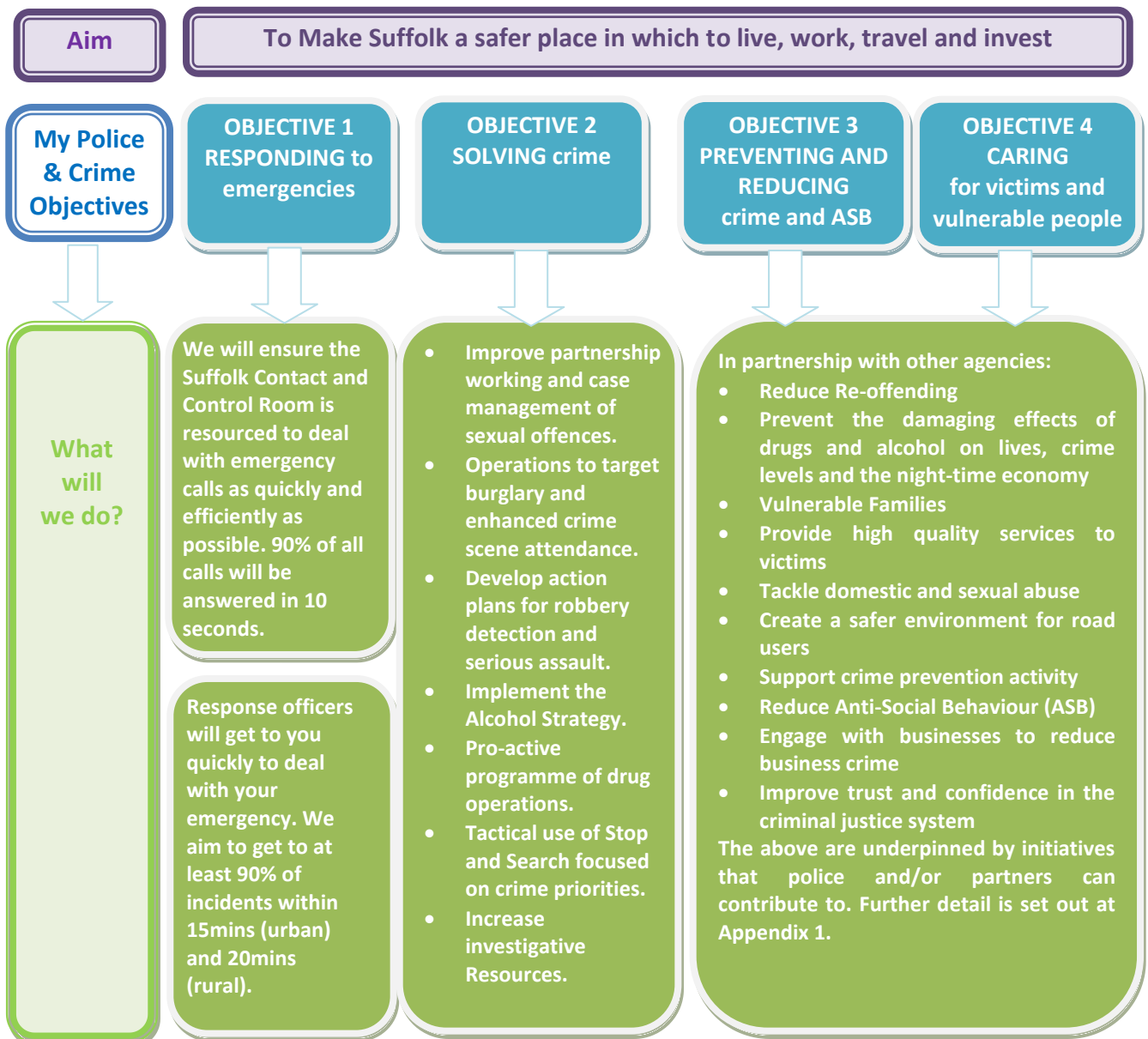
April 2013

My police and crime objectives

My objectives will contribute to my overall aim of making Suffolk a safer place in which to live, work, travel and invest. Each objective is supported by actions that police and/or partners will lead which will contribute to successful outcomes (see figure 1) and which will be underpinned by performance measures and action plans that can be used to assess how well my objectives are being achieved. These, and the arrangements for holding these bodies to account, are described in my performance assessment framework (Appendix 1).

I am able to use my funds to award Crime and Disorder Reduction Grants to commission services from anyone who I consider can provide services that will contribute to my police and crime objectives. Applications for grants will be assessed on the basis of their potential to contribute to my objectives as set out in the performance assessment framework. The process for awarding grants is described at Section 5.

Figure 1



My policing philosophy

This plan describes my medium term aspirations for policing Suffolk during my term of office. I will also develop a strategic plan which will outline my longer term vision for policing.

This Police and Crime Plan reflects my philosophy for policing. It has been shaped by national and local policing issues and the findings from our extensive consultation activities. My discussions with voters about their real life experiences during my election campaign have also had a powerful influence.

My belief in a local style of community based policing is based upon my personal values and the views that voters expressed to me during my election campaign. Put simply, this is respect for law and order, and respect for each other.

The Safer Neighbourhood Team (SNT) structure is the vital foundation upon which all other policing is built. SNTs work closely to address the priorities that are important to their local communities. Everywhere in Suffolk is covered by one of our twenty-nine SNTs which comprise police officers, police community support officers and our colleagues from partner agencies. Together with our emergency response teams and our criminal investigation department, they make up a policing service with a distinct local flavour meeting the needs of our local communities

I recognise that people like to know their local officer, build a relationship with them and know they can approach them when they need help. We will continue to build on the role of safer neighbourhood policing within our local communities so that greater numbers of people know and recognise their local officers.

In addition to the very local element of our policing model there is a range of other specialist policing services that are delivered most cost effectively through collaborative arrangements.

Our protective services⁸, justice services and business support functions are delivered jointly with colleagues in Norfolk Constabulary. We work more widely with forces at a regional level to tackle serious and organised crime as well as countering the terrorism threat. These specialist resources, whilst often less visible, are an equally important part of our integrated model of policing supporting activity at a local level throughout the county.

By combining these resources and working collaboratively, we have created a range of capabilities to tackle the threats we face to achieve low levels of crime and ASB and keep Suffolk safe. For example, the joining of the Major Investigation Teams from Norfolk and Suffolk Constabularies has created additional resilience for both counties to better meet demands. The challenge is to continue to strike the right balance between local, regional and national priorities to ensure that the people of Suffolk receive efficient and effective levels of service. Collaboration and cooperation is an approach that may increasingly feature in the future.

Making Suffolk Safer: Vulnerable people

The police and partners play a vital part working together to protect vulnerable children and adults. It is paramount that we are able to address the needs of vulnerable people, particularly where they are persistently targeted.

Young people and vulnerable adults need to be protected from harm. They must be treated with dignity and respect, and their welfare and rights safeguarded. In Suffolk safeguarding work is undertaken by various partners including Suffolk Fire and Rescue, the Suffolk Safeguarding Children's Board, Suffolk Youth Offending Service, Safer Suffolk Partnership Board and community safety partnerships (CSPs) along with partners from the VCSE sector. I welcome the work to create a new multi-agency safeguarding hub (MASH) which will bring together agencies to help address safeguarding work throughout the county.

If, on the other hand, vulnerable people commit crime we need to do all we can to prevent them from re-offending. Working effectively with criminal justice and community safety partners, the private and the VCSE sectors will be vital as we work to deliver services with fewer resources.

There is often a mismatch between the perceptions of the extent to which young people are involved in crime and ASB and the reality. This leaves some young people facing the challenge of growing up in a culture that has negative perceptions of youth. Meaningful and positive representation of young people in policing and community safety matters is essential to creating a vibrant and harmonious community where our young people want to live and work. I want to make myself easily accessible to young people from all backgrounds so that I can engage positively with them and learn about their concerns first hand. This includes bodies representing young people as well as those offering early intervention such as the Youth Offending Service. I will work with others to encourage our young people to become positive advocates for law and order. I will investigate the merits of introducing a police apprenticeship scheme to provide employment opportunities for our young people, and the feasibility of extending our successful Volunteer Police Cadet Scheme which already covers four policing command areas (Bury St Edmunds, Ipswich, Lowestoft and Felixstowe/Woodbridge).

Making Suffolk Safer: Victims of Crime

Victims of crime should be central to all that we do; treatment of victims is vital to building public trust and confidence in policing. Victims of crime will be more confident in the police if they feel their case has been properly dealt with. However, too often victims view the criminal justice system as disjointed and unresponsive.

Where someone is unfortunate to become a witness or victim of a crime, we must deliver an effective service that meets their needs, helps them to cope with the immediate impact of the crime and recover from the harm caused.

Our surveys of victims of crime⁹ conducted by an independent research company found that 84.5% are satisfied or very satisfied with the overall service provided by Suffolk Constabulary. Satisfaction of victims of crime for keeping them informed has improved from 73.3% (September 2011) to 76.6%. However, while these are good levels of satisfaction research suggests that services to victims still need to improve.

A study by Victim Support¹⁰ concluded that coordination between statutory services in Suffolk needs to be better. When we consulted victims of crime on this Police and Crime Plan they too stressed that information sharing between agencies needs to improve so that victims do not have to keep repeating themselves to different agencies.

Restorative justice gives victims the chance to tell offenders about the impact of their crime, get answers to their questions, and to receive an apology. It holds offenders to account for their actions and helps them to understand the real impact of their actions, take responsibility and make amends for their crime.

Victims of crime are more likely to have confidence in the criminal justice system, more inclined to report a crime and participate in restorative justice initiatives if they can access effective support from a variety of sources. VCSE bodies can help this process by providing independent support and advice to victims. The Suffolk Restorative Justice Strategy will greatly contribute to this area of work. I will work with all colleagues to promote greater use of restorative justice where victims feel it would be of benefit to them.

Victim Support¹¹ recently found that victims had serious misgivings about the delivery of community sentences¹² in practice. They wanted to be better informed about an offender's progress when serving a community sentence and also wanted to be given the opportunity to tell the offender about the impact of their actions. They believed that community sentencing needs to be more transparent and they wanted to better understand what the sentence involves and what the consequences were if the offender fails to comply with the sentence.

A considerable amount of work is being undertaken in Suffolk to bring about early intervention and help to improve satisfaction levels of victims of crime. Work will continue with partners to enhance services to victims.

One issue that was highlighted to me during my consultation on this Plan was the importance of continuing to address Hate Crime¹³. Everyone has the right to live their life free from the fear of attack or abuse because of their disability, gender-identity, race, religion or faith and sexual orientation. The work by my partners and the VCSE sector to address is recognised as best practice across the country and I will support the ongoing work to address this wholly unacceptable crime.

When victim services funds transfer to PCCs in 2014 I will work with service providers to ensure that the needs of victims at the heart of all that we do, and that services are responsive, efficient and joined-up. I am a strong advocate for victims of crime and I will consult widely with them to help identify the issues that are important to them so I can judge whether their needs are being met.

Ultimately we must aim to prevent crimes being committed in the first place. I applaud the work of crime prevention groups such as Neighbourhood Watch. I am committed to supporting crime prevention and community safety activities and my community safety funds can be used to award grants to rural and urban Neighbourhood Watch schemes (see Section 5).

Making Suffolk Safer: Domestic Violence and Abuse

Domestic violence and abuse is a serious issue. It is regularly linked to substance misuse and mental health problems. It is predominantly an issue of power and control between those who are, or have been, intimate partners and family members, and can, in some cases be linked to other crimes such as ASB and substance misuse. Domestic violence and abuse includes psychological, physical, sexual, financial and emotional abuse as well as 'honour' based violence, female genital mutilation and forced marriage. Many victims are subjected to controlling, coercive or threatening behaviour, which impacts on every aspect of their lives. As a result of domestic abuse victims can suffer long term physical and mental health problems.

Domestic abuse occurs in all sections of society regardless of factors such as social class, gender, ethnicity, age or income. These are complex issues. With the combined efforts of all our partners (such as local authorities, the Safer Suffolk Partnership Board, CSPs, Suffolk Domestic Violence Forum) and the VCSE sector, we will continue to tackle domestic violence and abuse to achieve long term and sustainable reductions in violence and effective provision of protective services, support, advice and training for front-line staff.

The local strategy and action plan 'Violence against women and girls and men experiencing domestic abuse' aims to keep victims safe, help victims and perpetrators change their beliefs and behaviour, and enable families to lead more fulfilling lives.

Partners are working hard to tackle on-street prostitution and sexual exploitation of adults or children, particularly where there is trafficking, off-street prostitution and gaps in services (such as help for men and boys at risk of sexual exploitation), which is set out in the Countywide Prostitution and Sexual Exploitation Strategy. I will also do all that I can to support the valuable and important work to address this unacceptable problem.

Making Suffolk Safer: Mental Health

Mental health problems often extend beyond the boundaries of statutory agencies. Nationally and locally the police and partner agencies are experiencing increasing demands related to mental health issues, including dementia.

Victims of crime, particularly the most vulnerable, who have been affected by physical violence, can be at risk of developing mental health problems such as post-traumatic

stress disorder, anxiety and depression. For victims and offenders, mental health issues can be further compounded if linked to substance misuse.

I support the good work that partners are doing to develop a more effective multi-agency approach so that the needs of victims and offenders with mental health problems are identified early in the criminal justice system and action can be taken.

Making Suffolk Safer: Substance Misuse

The consequences of drug and alcohol abuse are devastating. Our surveys¹⁴ indicate that drugs related issues are a high priority for victims of crime. The Drug and Alcohol Action Team (DAAT) in Suffolk recently estimated that 22,500 crimes are prevented as a result of drugs and alcohol users being engaged with treatment services. They also estimate that this saves an estimated £20m in costs to other agencies and society in Suffolk. Drug abuse can lead to many other crimes and social decay. Drug abuse and organised crime blights an area and makes it less attractive for inward investment and economic growth. This presents a compelling case to continue the work to tackle drug misuse.

There will be a continued focus on stamping out drug dealing and organised crime in Suffolk.

Alcohol is frequently a factor in crimes and particularly in cases of domestic violence. Alcohol had been consumed prior to the offence in nearly three-quarters (73%) of domestic violence cases and was a 'feature' in almost two-thirds (62%).

Alcohol is also a factor in:

- 60-70% of homicides
- 75% of stabbings
- 50% of fights and domestic assaults¹⁵.

Locally police, partners and the public, placed alcohol misuse as a high priority during our recent consultation¹⁶. I will support the work being developed in Suffolk to deliver the requirements of the Government's Alcohol Strategy.

Many partners are already working together to raise awareness of the effects of drugs and alcohol misuse and develop local solutions. I will support this good work and in 2013/14 I will award a Crime and Disorder Reduction Grant to the Suffolk DAAT for their excellent programme of early assessment and onward referral of offenders who misuse drugs.

Making Suffolk Safer: Supporting Families

Families are the cornerstone of society. Sadly, there are troubled or vulnerable families that agencies spend a disproportionate amount of time and money dealing with and are estimated to cost almost £9b nationally. In Suffolk this amounts to £8.6m per annum. The 'Troubled Families Programme', launched by the government in 2011, aims to give these families the opportunity to improve their lives while at the same time reducing the burden to the taxpayer. It is believed that parenting support is one of the most important interventions in helping to reduce the ASB and crime caused by young people. Early engagement with a young person also provides opportunities to engage parents in services, which increases the chances of resolving the issues early. We must do all we can to engage with young people and their parents as early as possible.

Positive action and inter-agency collaboration, particularly through the Suffolk Family Focus Project, will be the key to effectively supporting troubled families. I believe that the work to turnaround troubled families will require a long term commitment which I support.

Making Suffolk Safer: Creating a Safer Night-time Economy

Suffolk has an established partnership approach to supporting a safe and vibrant night-time economy and preventing violent crime, ASB and criminal damage. Various initiatives are in place. For example:

- the Best Bar None Scheme which recognises well managed licensed premises;
- Closed circuit television for the purposes of crime prevention and detection;
- Local action groups in towns;
- Town Pastors who support people out in town at night;
- A tactical policing approach which balances demand and deployment in town centre areas at high demand times
- The Purple Flag accreditation for Ipswich in 2012.

I believe that we must continue to work together to create a safer night-time economy that is welcoming to all our communities - young and old.

Making Suffolk Safer: The Local Economy

Suffolk has a diverse local economy including farming and agriculture, retail, industrial, services, energy, military and tourism. Successful business is central to a vibrant economy and I believe we must all play our part to help create a thriving community.

Crimes against businesses are often perceived as 'victimless' crimes; they are not. Far from being victimless, the effects of business crime can be widely felt, on employers, employees, customers and the wider community. It can affect profitability, deter investment and cause distress for staff, all of which can affect quality of life and the local economy.

The Port of Felixstowe is the UK's largest container port and consequently a high proportion of the local economy relies on the haulage industry and associated commerce. Lorry, cargo, fuel and metal thefts can have a serious impact on our local and national economy but can also affect our reputation and perceptions of our county as a place to live, work, travel and invest. I will ensure that we deliver policing that positively contributes to our local economy so that people choose to live, work, travel and invest in Suffolk.

My predecessor, Suffolk Police Authority, developed good working relationships with business representatives and in recent years the police and business representatives met regularly to discuss matters relating to business crime. I aim to build on these established relationships to ensure that the police continue to address the issues that matter most to businesses and which threaten their success. I will also hold regular forums with business leaders so we can discuss concerns and work together to address business crime. Businesses have identified that methods for communicating between the police and businesses need to improve and we will work with business representatives to explore their ideas and identify solutions. A review of our recording processes for business crime will be conducted to enhance our monitoring of performance.

I believe policing can also support local business in practical ways. I will look carefully at our supply sources and wherever possible we will use locally sourced products.

Since my election one of the most frequent concerns communicated to me by businesses is that of crime and criminality which travels across force borders. I will work with the Chief Constable to ensure that Suffolk Constabulary is working effectively with others in the region to address 'cross-border' crime.

Another concern both locally and nationally is 'E-Crime'. The national e-crime hub in Suffolk's trading standards service is at the leading edge in detecting and preparing cases involving the use of the internet, e-mail and other electronic means to defraud consumers. Working in close partnership with colleagues throughout the country and Suffolk Constabulary locally, the team uses the latest methods to identify and deter those who seek to use the latest technology to commit criminal acts against consumers.

Making Suffolk Safer: Rural, Wildlife and Marine Crime

Initiatives such as Neighbourhood Watch, Farm Watch, Truck Watch, the Rural Crime and Metal Theft initiatives play an important role helping to prevent and detect crimes such as hare coursing and theft of livestock, high value agricultural vehicles, machinery, metal and fuel. I will positively support these and other initiatives to detect and reduce crime.

We will also investigate ways in which we can police our waterways more effectively to prevent and detect crime. Our rural crime initiative and the pilot to provide a dedicated rural crime police officer have been very well received and are already achieving good success. We will explore the possibility of creating permanent resources to tackle rural crime.

Making Suffolk Safer: Roads

I support positive action, such as community speed watch, to stop speeding in our villages and I would like to see more young drivers taking advanced driving courses. I strongly support the use of initiatives to identify drivers who avoid vehicle tax, insurance and fuel duty.

I will continue to work with partners such as the Suffolk Roadsafe Partnership and Suffolk Fire and Rescue to deliver preventative and enforcement activity to improve the safety of our roads for all road users. I will support other initiatives to reduce major road congestion and improve engineering design. We need more safe places to stop on our major roads particularly facilities where haulage and logistics vehicles can be parked securely and safely. These measures will help to enhance quality of life for all people living, working and travelling in Suffolk.

Making Suffolk Safer: Offending and reoffending

There are many reasons why people commit crime and why some reoffend. A disproportionate number of offences are committed by repeat offenders and the Home Office estimates that around 10% of active offenders are responsible for about 50% of all crime committed¹⁷.

The key to achieving reductions in offending and reoffending is to understand the causes of crime and work with partners to tackle those causes. We must also educate offenders through rehabilitation initiatives, prisons, and community payback schemes so that they are deterred from reoffending. 180° Suffolk, the Integrated Offender Management Programme, involves agencies working together to ensure that offenders whose crimes cause most damage and harm locally are managed in a coordinated way, focusing on the offender not the offences. Although relatively new, this initiative is delivering promising outcomes. The Suffolk Youth Offending Service has also received national recognition for its early intervention and prevention activities.

The combined efforts of all partners will be fundamental to delivering joint solutions to delivering and sustaining reductions in re-offending hence the inclusion of offending and re-offending in this Plan.

Making Suffolk Safer: Improving performance

While there is a need to strike a balance between competing priorities and delivering budget cuts, there are areas where performance needs to improve. These areas were also identified as high priorities by respondents to our local policing survey of 6,500 people who live or work in Suffolk and our surveys of victims of crime.

Making Suffolk Safer: Anti-Social Behaviour (ASB)

Despite 82% of the public¹⁸ stating that ASB has a low impact on their own quality of life, 26.8% believe that there is now more ASB. Evidence shows that the impact on individuals or communities can be extremely high.

Multi-agency teams in Suffolk have delivered considerable reductions in ASB in recent years. This partnership approach, where systems, processes and premises are shared, has achieved reductions of 7830 incidents of ASB between April 2012 and March 2013¹⁹ and 30% on the average over the last 3 years. This is very encouraging and demonstrates what can be achieved working in partnership. I will continue to support any work to improve the delivery of services so they are delivered in a more coordinated and coherent fashion.

I will ensure that the police continue to work effectively with partners to reduce ASB further and that our services are based on the needs of victims, especially vulnerable victims²⁰. I welcome the provisions of the new Anti-Social Behaviour Bill which will ensure that victims have a greater say in the punishment of the people responsible for ASB²¹. We will work to introduce the Community Remedy measure²² which will give victims of low-level crime and ASB a say in the punishment of offenders out of court. This means victims will get justice quickly, and the offender will face immediate and meaningful consequences for their actions.

Making Suffolk Safer: Reducing Violence with Injury, House Burglaries and Robberies

Comparisons²³ with other forces show that between 2008/09 and 2011/12 recorded levels of violence with injury, house burglaries and robberies increased in Suffolk whilst nationally the majority of forces achieved reductions. Suffolk has seen significant reductions in crime levels since April 2012, so this situation is improving but these reductions need to be maintained. Many of the crime prevention actions necessary to achieve reductions will need to be addressed in partnership with others. My Crime and Disorder Reduction Grants can be used to provide financial support to help with these initiatives.

Making Suffolk Safer: Increasing the solved rates of Violence with Injury, House Burglaries, Serious Sexual Offences and Drug Trafficking

The Constabulary's solved rate for violence with injury is above the national average, I would like this performance to continue. However the solved rate compares less favourably for house burglaries, serious sexual offences and drug trafficking. Therefore, my focus will be on improving all of these solved rates.

Being a victim of crime can cause considerable distress and long-term harm to victims. Naturally our priority is to prevent these crimes from occurring. Where this is not possible we must do all that we can to solve the crime whilst ensuring that victims are at the heart of our services.

Key activities to improve solved rates include the following:

- More investigators are being deployed within the 'Gemini' teams which have been established to focus on cases of serious sexual offences. There will be continued investment in improving partnership working with the Crown Prosecution Service to achieve greater charging rates and improved processes to ensure better management of cases.
- The Constabulary will use countywide operations to target burglary. There will be an investment in greater numbers of detectives into the 'Converter' team (the Converter Team focuses on improving detection rates). Attendance at crime scenes to investigate offences will be enhanced by the recent introduction of volume crime scene investigators²⁴.
- A Robbery detection action plan is being developed to support both reduction and detection of robberies and priority crime teams will continue to target robbery offences.
- A serious assault action plan is being developed in order to reduce and detect serious violent offences. The Suffolk Alcohol Strategy is being implemented with a focus on reducing violent crime and work continues in partnership to support a safer night-time economy, including effective licencing approaches.
- A pro-active programme of drug operations will be developed by the Constabulary. The Constabulary will also improve administration in dealing with drug offences to ensure more accurate recording.
- New Stop and Search training will be undertaken to ensure tactical, and appropriate, use of stop and search to solve and prevent crime.

SECTION 2

ARRANGEMENTS FOR MONITORING PROGRESS AGAINST MY POLICE AND CRIME OBJECTIVES

My performance assessment framework (see Appendix 1) sets out how I will monitor progress against my police and crime objectives, and how I will satisfy myself that policing in Suffolk is efficient and effective.

SECTION 3

DISCHARGE OF NATIONAL/INTERNATIONAL FUNCTIONS (STRATEGIC POLICING REQUIREMENT)

The Strategic Policing Requirement²⁵ (SPR) is a statement by the Home Secretary of the national threats and the appropriate national policing capabilities required to counter those threats.

Police forces carry the responsibility for tackling a wide range of harms, threats and hazards in order to cut crime and keep the public safe. Although many of these can be tackled by an individual police force within their own police force area, there are some that go beyond those boundaries. These national threats can require a coordinated or aggregated response in which resources are brought together from a number of police forces. Forces often need to work collaboratively, and with other partners, national agencies or within national arrangements, to ensure such threats are tackled effectively.

The SPR articulates the national threats which require a cross boundary response including terrorism, civil emergencies, organised crime, major events, large scale cyber incidents or threats to public order or public safety that cannot be managed by a single police force. Chief Constables and PCCs are expected to plan and prepare, together or in support of national arrangements, to address these threats.

In relation to the national threats, the SPR outlines the response that is required nationally to counter the threats. Specifically forces are required to consider their capacity, contribution and capability to respond. It also highlights the need for consistency and connectivity across forces and other partners. Chief Officers must have regard to the SPR when exercising their functions and the Association of Chief Police Officers (ACPO) has developed detailed guidance to support forces to respond effectively. PCCs must take account of the SPR when setting their local police and crime plans and hold chief officers to account for delivery of the SPR, which must be proportionate and affordable.

These arrangements will be complemented in Suffolk by comprehensive contingency planning arrangements. The Emergency Planning Forum and the Suffolk Resilience Forum perform a valuable role coordinating the resources from various agencies and local authorities.

My performance assessment framework will include provisions for regular monitoring of compliance with the SPR.

SECTION 4

FINANCIAL AND OTHER RESOURCES

The Police and Crime Plan must highlight the financial and other resources that I will provide to the Chief Constable and others to deliver my objectives. This section provides a summary of my financial plans.

Background

Suffolk's annual gross revenue budget for 2012/13 was £124.6m, which was the fourth lowest force nationally in terms of costs of policing²⁶. To put this into context, if Suffolk were to receive the average level per head of population it would receive around £16m additional income.

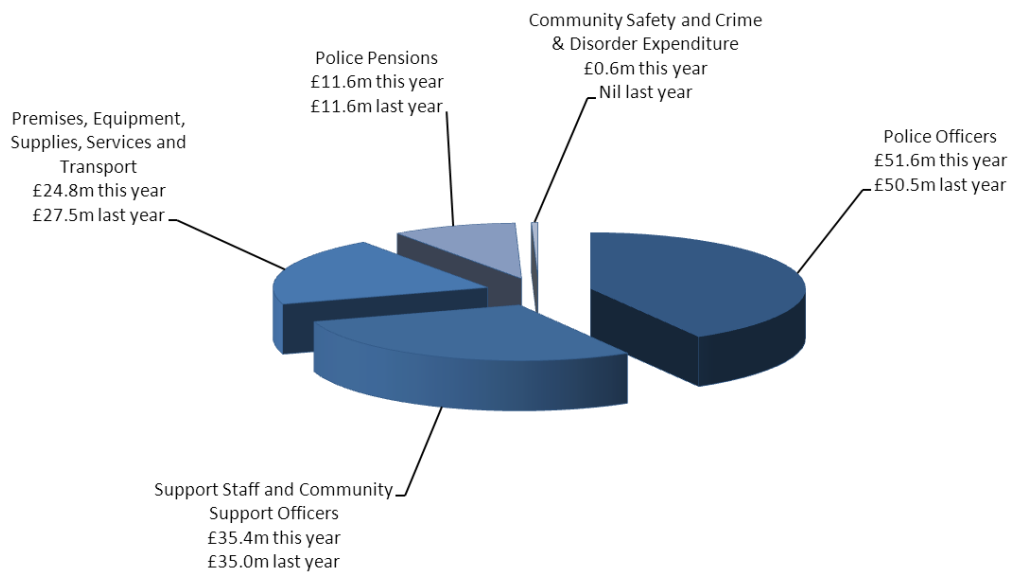
The Constabulary has one of the smallest workforces. There are around 300 fewer officers than the average of all forces and 200 fewer than forces in its most similar grouping.

Its low budget means that the Constabulary is hit particularly hard by any cuts in its core funding from the Home Office. With the substantial reductions in the police grant over the last two years to 31 March 2012 the Constabulary has already reduced annual costs by £12m and has detailed plans to deliver a further £5.9m cumulative reduction over the next four years. However, due to further anticipated reductions in grant income, additional annual savings up to £4.7m must be made by 2016/17. The target total cumulative reduction in current running costs within the next four years is therefore £10.6m.

Anticipating the turbulent financial environment ahead, Suffolk Police Authority had already built up reserves to help cushion the effects of the budget cuts and help to fund the costs of transformational change.

Where we spend the money (£124m)

2013/14



Precept

The Police Authority's medium term financial plans were based on a council tax precept increase of 2.6% per annum for the years 2012/13 to 2015/16 in line with the Office of Budget Responsibility's forecast of inflation for the respective years of the plan.

Decisions on the council tax precept have a long-term effect on the budget. In my manifesto I promised that I would do everything possible to ensure there is no tax rise next year. With this in mind I have decided not to increase the precept for the year 2013/14 and I have accepted the 'Council Tax Freeze Grant' alternative made available from central government which is equivalent to 1% (£432k) of the total precept levied. This will be received in 2013/14 and 2014/15, but still enables me to set a precept increase in 2014/15 if I deem it appropriate.

Fair share for Suffolk

I believe that Suffolk's funding should reflect the demands placed on policing by the national resources that are sited here. Strategic national assets such as Sizewell, the Port of Felixstowe Dock, Newmarket Racecourse and Wattisham Airbase create policing pressures. Through the planned national review of the police funding formula, scheduled during 2013/14, I will lobby for a fairer share of the resources for the people of Suffolk.

I also believe that the police should receive appropriate payment if they have provided policing services to other public sector bodies. A review of these arrangements will be carried out to ensure appropriate recompense.

How will the savings be achieved?

Current plans to deliver the savings comprised three main strands – workforce, collaboration and estates management. Her Majesty’s Inspectorate of Constabulary judged these plans as strong and credible.

We need to make efficient use of the resources available to us. I will reduce costs by cutting unnecessary duplication and want to make more effective use of public assets such as estates. The successes of initiatives such as the co-located shared ASB teams, shared premises with Suffolk County Council and collaboration with Norfolk Constabulary demonstrate the benefits that cooperation and collaboration can achieve. I will continue to explore innovative ways of working with others to deliver improved services to the people of Suffolk while we work to deliver the savings. I would like to see zero based budgeting to coincide with Comprehensive Spending Review (CSR) settlements. I will listen to ideas from the workforce for saving money and I will ensure the best use is made of technology. I will properly consider all business cases for all contracts/areas of work to ensure they are in the best interests of the people of Suffolk.

Workforce

As 78% of expenditure is spent on salaries the main strand of the savings must be delivered through workforce reduction and streamlining management costs. My challenge will be to preserve levels of performance while reducing the workforce. I intend to maintain the numbers of constables and police community support officers (PCSOs) in our neighbourhood teams and the emergency response teams. While there will be changes in the numbers of officers in ranks and reductions in staff numbers, I will do everything possible to maintain front line visible services. I also welcome business cases from partners for match-funded PCSOs. The projected workforce profile is shown below.

	As at 31 March 2010	As at 31 March 2012	As at 31 March 2013 (projected)	As at 31 March 2014 (projected)	As at 31 March 2015 (projected)	As at 31 March 2016 (projected)
Police officers	1246	1166	1186	1200	1200	1200
PCSOs – core funded	142	142	142	142	142	142
Police staff	971	907	843	814	805	805

The Constabulary currently has 307 specials, over 450 volunteers and there is provision for 25 jointly funded PCSOs. Special constables perform an increasingly important role in policing. They increase organisational resilience and their additional skills and experience are invaluable. Becoming a special constable also supports the personal ambitions and development needs of our special constables, particularly if they aspire to join the regular

police force. We will investigate how we can use special constables more innovatively in ways that take full advantage of the wealth of skills and which could be harnessed for the greater good of our communities.

Flatter management structures and efficient use of resources will be vital as we work to deliver savings. I will continue to reduce bureaucracy and ensure that more time is made available for front-line officers to do the job they are trained to do and want to do. Time currently spent supervising offenders and dealing with paperwork should be minimised and where appropriate carried out by other staff.

Comparisons with other forces confirm that the ratio of senior officers to constables in Suffolk is broadly similar to other forces, however the percentage of inspectors appears to be high (14th out of 42 forces). I will examine this position to assess whether a better use of resources can be achieved.

During this period of downsizing and restructuring we must continue to address the things that matter most to our communities to secure their confidence and trust. Our workforce profile therefore needs to be reflective of the communities we serve. We will continue to encourage applicants from all sections of our communities for roles with Suffolk Constabulary and we will use various initiatives to achieve this.

Our commitments to our officers and staff

Despite having one of the smallest workforces of all forces, our officers and staff are highly motivated and experienced. Both the Chief Constable and I recognise that maintaining morale will be a significant leadership challenge for us as we continue to drive down costs to deliver the required savings. As we navigate these challenging times the Chief Constable and I make a number of commitments to our officers and staff:

- We will value the contribution of our officers and staff.
- We will ensure that our workforce has a voice through the various consultation mechanisms and that views are listened to.
- We will make decisions in an open and transparent manner.
- We will do all we can to make officers and staff feel valued and provided with the equipment, training and development that is essential for them to perform their roles.
- We will regularly meet with officers and staff (e.g. informally at their place of work, specially arranged events (roadshows, etc.) and meetings between the PCC and staff representatives, etc).
- Where reductions in police staff are unavoidable, wherever possible we will aim to retain and redeploy staff within the organisation.

Collaboration

Another vital strand of our savings plans is collaboration. Our plans for delivering our budget reductions place the highest reliance on savings being delivered through collaboration than any other police force. Chief Officers and PCCs are required to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas.

Our collaboration programme with Norfolk Constabulary, which was described by Her Majesty's Inspectorate of Constabulary as 'one of the most ambitious and well planned in the country', has already realised substantial savings. The implementation is already well advanced and collaborations have already been agreed for various areas of business, including:

- **Regional Collaboration.** For example, Eastern Region Special Operations Unit, Disaster Victim Identification Recovery, delivery of public order training, Automatic Number Plate Recognition technology, and Project Athena (a seven force consortium to implement a single crime recording, intelligence, custody and case management ICT system).
- **Collaboration between Suffolk and Norfolk Constabulary.** Collaborated functions already in place are Protective Services, Justice (including criminal justice services, custody and custody investigation), six Police Investigations Units, and several support functions.
- **Collaboration with other partners.** Shared ownership and occupancy of Landmark House with Suffolk County Council, shared premises for Safer Neighbourhood Teams, and shared occupation of stations with Suffolk Fire and Rescue Service.

I will continue to exercise governance and oversight of collaboration to ensure it is achieving the planned savings, delivering good performance and able to deliver the priorities set out within the Strategic Policing Requirement.

I am open to further collaborative and partnership approaches with all partners, whether public or private, where there is clear evidence that it is in the best interests of the people of Suffolk.

Estates Management

There has been substantial rationalisation of the building estate in Suffolk. Despite austere times, we have made sensible investment in estate development including the opening of six Police Investigation Centres in Norfolk and Suffolk, the shared service with Suffolk County Council at Landmark House, four shared fire and police stations and ensuring bases in every Safer Neighbourhood Team. We will continue to build on this excellent work.

In order to preserve the highest possible service delivery levels it is vital that overheads are as low as possible. Our building estate will continue to be rationalised to drive costs down, improving efficiency and effectiveness. Where appropriate the work with partners to reduce costs through shared premises solutions will continue to feature in our vision for the future. Safer Neighbourhood Teams will remain accessible in the heart of our communities throughout the county.

Future Challenges and Risk

At a national level there are many significant changes occurring which will have an impact on the Police Service. These include major reforms of police officer terms and conditions, police pensions, and the proposed reforms to the criminal justice system.

As we look to the future there are a number of organisational issues that must be managed effectively if I am to achieve my Police and Crime Objectives. Analyses of the internal and external environment affecting policing highlights that organisational priorities are:

- Maintaining and improving levels of service whilst achieving the Comprehensive Spending Review reductions through the Strategic Change Programme and Collaboration;
- Managing, reducing and restructuring the workforce effectively during a period of significant change;
- Delivering improved ICT infrastructure to support the organisation;
- Managing the impact of national reform including the reduction in services from national bodies such as the National Policing Improvement Agency and increased demand from criminal justice reforms;
- Meeting strategic estates requirements.

These are turbulent financial times and the extent, scale, impact and speed of the changes will undoubtedly have an effect on our workforce. Suffolk Constabulary has undergone significant change over the last ten years. Continuous change and improvement is now a way of life for all organisations and we must constantly adapt to our changing environment. We must also monitor and manage the risks that this presents.

SECTION 5

CRIME AND DISORDER REDUCTION GRANTS

PCCs are able to utilise their resources to commission services from anyone who can provide the community safety related services that the PCC believes will contribute to their police and crime objectives. There is no maximum or minimum amount that PCCs must spend on community safety activity and they can also pool funding if they wish.

For the year 2013/14 various community safety funds transferred to PCCs and a new Community Safety Fund (CSF) created. The CSF is 'un-ringfenced' and replaces the vast majority of existing funding. PCCs, as new legal entities, assume no liability for existing services or grants.

From 2014/15 the Community Safety Fund will cease. The fund will be subsumed into the main Police Grant and the PCC does not assume liability for services or grants that have previously been awarded. In 2014 the bulk of victim services will also transfer to PCCs.

I have decided that for 2013/14 that the following arrangements will apply in respect of the CSF:

- A global amount will be awarded to the collective group of CSPs in Suffolk (i.e. five CSPs plus the Safer Suffolk Partnership Board).
- The sum will be divided as follows. The total fund will be top sliced by an amount equivalent to 20% which will be awarded to the Safer Suffolk Partnership Board (SSPB). The remaining sum will be divided between the CSPs, according to a formula that has been used by the CSPs in previous years. This is based upon the crime data for 'comparator crimes', as set out in the British Crime Survey.
- In the case of the funds allocated to CSPs and SSPB the award of grants will be made directly by the partnerships.
- The award of grants, whether by myself or CSPs, must be based on robust business cases which clearly set out the success criteria (e.g. intended outcomes, milestones, risks, etc.) and how the initiative for which funding is sought will deliver clear and measurable outcomes against my Police and Crime Plan objectives.
- Each grant recipient will formally report on the outcomes and progress of projects to my public accountability meetings, to be agreed between myself and each partnership (e.g. Accountability and Performance Panel).

The Government's grant for the year 2013/14 included the sum of £572,000 for the CSF. When considering the budget for 2012/13 this represents a shortfall of £140,693.99. To offset some of the shortfall I have transferred the sum of £28,000 from my Corporate

Budget. This increases the CSF to £600,000 with a final shortfall of £112,693.99. This can be offset by reducing all other grants by around 10%. Figure 2 below sets out my crime and disorder reduction grants for 2013/14.

Figure 2

Award	2012/13	2013/14
Total Community Safety Fund awarded by the Home Office:	712,693.99	572,000.00
Proposed pump priming from Suffolk Police & Crime Commissioner Funds		28,000.00
TOTAL COMMUNITY SAFETY BUDGET	712,693.99	600,000.00
Shortfall		112,693.99
	2012/13 Budget	2013/14 Proposed Grant
Safer Suffolk Partnership Board	52,411.28	44,152.60
Community Safety Partnerships (CSP):		
Babergh CSP	18,806.64	} ² 176,610.40
Ipswich CSP	62,115.82	
Suffolk Coastal CSP	27,055.60	
Waveney CSP	40,747.71	
Western CSP	60,919.34	
TOTAL AWARDED TO PARTNERSHIPS	¹ 262,056.39	220,763.00
Community Call for Action	16,000.00	-
Drug and Alcohol Action Team (DAAT) - Youth Crime and Substance Misuse Prevention Activities	47,507.60	47,507.00
Drug and Alcohol Action Team (DAAT) - Grant from Safer Suffolk Partnership Board	32,400.00	-
Drug and Alcohol Action Team (DAAT) - Drugs Intervention Programme	146,730.00	146,730.00
Positive Futures	93,000.00	85,000.00
Youth Crime and Substance Misuse Activities (awarded to Youth Offending Service in 2012/13)	³ 115,100.00	100,000.00
TOTAL COMMUNITY SAFETY FUND	712,793.99	600,000.00

1. The figures stated for CSPs relate to the allocated budget for 2012/13.
2. This sum will be divided according to an agreed formula which is based upon the crime data for 'comparator crimes' set out in the British Crime Survey.
3. Comprising £57,550 awarded directly to the Youth Offending Service (YOS) plus £57,550 routed by the Home Office to Suffolk Police Authority which was passported to the YOS.

SECTION 6

FUTURE CONSULTATION AND ENGAGEMENT

I am directly accountable to the electorate and I intend to remain accessible and accountable to members of the public who will be able to contact me directly. Feedback is important so that I can be satisfied that we are meeting the needs of our communities.

Regular consultation and engagement will continue, in various forms, to obtain the views of the community, partners, victims of crime and ratepayers representatives. This will include the following:

- I will hold regular meetings in each constituency with representatives of community groups.
- I will regularly obtain the views of the people of Suffolk and victims of crime. Given that partners and the VCSE sector have strong links within diverse communities I will also explore the possibility of undertaking joint consultation.
- I will host regular business forums and liaison meetings. I am committed to ensuring the business community can influence crime fighting in Suffolk and I aim to extend the membership of our liaison meetings so that more representatives of businesses can influence community safety.
- I will regularly engage with partners and the VCSE sector through either formal or informal mechanism.
- I will develop a communication strategy to make effective use of technology to deliver an effective channel for hearing from, and communicating with, people in Suffolk.
- I will regularly engage with young people.
- I will regularly engage and consult with officers and staff, and their representatives (Police Federation, Superintendents' Association and Unison).

SECTION 7

REVIEWING THE POLICE AND CRIME PLAN

I will regularly review my Police and Crime Plan so that it continues to reflect those things that are important to the community. Where I intend to vary my plan I will submit the revised plan to the Police and Crime Panel for consideration.

SUFFOLK POLICE AND CRIME COMMISSIONER
POLICE AND CRIME PLAN 2013-2017
PERFORMANCE ASSESSMENT FRAMEWORK

SECTION 1

Demands on policing will always exceed available resources and the current economic climate presents greater challenges than ever; this increases the emphasis on the efficient and effective use of resources. As I look to the future I am convinced that the collective power of public and private sector partners, the VCSE sector, businesses and our communities all working together will be vital if we are to satisfy demand. I am accountable to my electorate who will judge whether I am delivering on my police and crime objectives. In turn I must hold the Chief Constable to account for the delivery of an efficient and effective police service and the extent to which my police and crime objectives are being achieved.

Arrangements for monitoring progress against the Police and Crime objectives

I will regularly monitor progress against my police and crime objectives. In consultation with the Chief Constable and my partners, each of my objectives has been translated into performance measures or key areas of work which will indicate how well my objectives are being achieved. Many will also be supported by specific action plans setting out the various activities that must be undertaken if the objective is to be achieved.

The Chief Constable will report on performance against my Police and Crime Objectives via monitoring reports at bi-monthly public meetings of my Accountability and Performance Panel. These reports will include a range of information relating to policing, human resources (e.g. workforce profiles, gender, diversity, etc.), finance, and complaints statistics etc., and will help me to satisfy myself that policing in Suffolk is efficient and effective. The reports will be published on my website.

I will hold the Chief Constable to account for addressing performance against each of the Policing Performance Measures (see page 29). The baseline from which I expect improvement is the average over the three year period from 1 April 2010 – 31 March 2013. This will provide an indication of how we are improving against typical recent performance.

Comprehensive performance assessment arrangements against which the Chief Constable will report are currently being developed.

I will publish regular reports so the people of Suffolk can judge how well my police and crime objectives are being met. To provide context, I will also publish performance against the previous year and show comparison with the group of other police forces that are most similar to Suffolk, known as the 'most similar group' (MSG). Any relevant data from the Crime Survey for England and Wales will also be published.

Recipients of Crime and Disorder Reduction Grants will be held to account for progress at my meetings of the Accountability and Performance Panel, which are also open to the public. I will monitor progress to ensure that projects/initiatives are delivering against the agreed success criteria (e.g. clear and measureable outcomes, risk, timescales and milestones, performance measures etc.). Comprehensive performance assessment arrangements against which recipients of Crime and Disorder Reduction Grants will report are currently being developed.

Strategic Policing Requirement (SPR)

I will hold the Chief Constable to account for compliance with the international/national Strategic Policing Requirement (SPR) and in particular the five areas of capacity, contribution, capability, consistency and connectivity (as set out in Part B of the SPR). The Accountability and Performance Panel will monitor compliance with the SPR twice yearly and arrangements are currently being developed.

PERFORMANCE MEASURESⁱ

POLICE PERFORMANCE MEASURES

I will hold the Chief Constable to account for performance against the police performance measures detailed below.

OBJECTIVE 1 - RESPONDING

Call Handling	To answer a minimum of 90% of emergency calls within 10 seconds
Emergency response	To respond to at least 90% of emergency incidents within 15 minutes (in urban areas) and 20mins (in rural areas)

OBJECTIVE 2 - SOLVING

Violence with injury	Improve the solved rate for violence with injury
Domestic Burglary	Improve the solved rate for domestic burglary
Robbery	Improve the solved rate for robbery
Serious sexual offences	Improve the solved rate for serious sexual offences
Drug trafficking	Improve the solved rate for drug trafficking

OBJECTIVE 3 - PREVENTING/REDUCING

Violence with Injury	Reduce the number of violence with injury offences
Domestic Burglary	Reduce the number of domestic burglary offences
Robbery	Reduce the number of robbery offences
Anti-social behaviour	Reduce the number of ASB incidents

OBJECTIVE 4 - CARING

Victim satisfaction	Improve the level of satisfaction of victims of crime with the overall service provided to them
	Improve the level of victim satisfaction with 'follow up'
Repeat Victimization	To reduce the percentage of 'repeat' ⁱⁱ victims of domestic abuse crimes/incidents

i Where appropriate these performances measures and initiatives will be supported by detailed Action Plans

ii To reduce the percentage of victims of domestic abuse crimes/incidents, who suffer a repeat offence in the 12 months following designation as a 'repeat victim' to below the average of the last three years.

OBJECTIVES 3 & 4

Objectives 3 and 4 are also underpinned by the below key areas of work that police and/or partners can undertake for which Crime and Disorder Reduction Grants may be awarded. Applications will be assessed on their potential to contribute to my Police and Crime Objectives and I will monitor the extent to which the agreed success criteria (e.g. clear and measureable outcomes, risk, explicit timescales, milestones, performance measures, etc.) are being achieved. My performance assessment arrangements will specify details of the parties that I will hold to account. These will ordinarily be the recipients of the Crime and Disorder Grant.

In partnership with other agencies:

- Reduce re-offending by:
 - Supporting Integrated Offender Management to tackle prolific and priority offenders
 - Diverting people from the criminal justice system by assessing needs and early intervention.
- Prevent the damaging effects of drugs and alcohol on lives, crime levels and the night-time economy by:
 - Reducing dependence on drugs and alcohol
 - Interventions with offenders where crime is caused by substance misuse
 - Raising awareness of responsible alcohol use
 - Tackling excessive drinking with robust policing and licensing
 - Interventions to reduce inter-generational drugs/alcohol use
- Vulnerable Families:
 - Providing families most in need with support to make positive changes and foster personal responsibility
 - Early engagement and intervention with parents
- Provide high quality services to victims
 - Improving the levels of satisfaction of victims of crime and ASB
 - Applying the Constabulary's code of practice for victims
 - Improve inter-agency working to enable easier access to victims services (particularly vulnerable victims)
 - Protecting people from repeat victimisation
 - Supporting the introduction of the Multi-Agency Safeguarding Hub
 - Progressing the Suffolk Prostitution and Sexual Exploitation Strategy
- Deal with domestic and sexual abuse
 - Ensuring a joined up approach to prevent and respond to domestic, sexual abuse and "honour" based abuse across statutory and voluntary services
- Create a safer environment for road users
 - Road safety initiatives
 - Enforcement activity
- Support effective community safety or crime prevention activity
 - Crime prevention initiatives aimed at reducing crime or ASB
 - Initiatives with crime prevention partners
 - Raising the awareness of personal safety amongst young people
- Reduce Anti-Social Behaviour
 - Reviewing minimum standards across agencies in dealing with victims of ASB.
 - Reviewing ASB processes (including how effectively we deal with repeat victimisation)
 - Initiatives to prevent ASB arising and escalating.
- Engage with businesses to impact on business crime
 - Regular consultation and communication with businesses to prevent business crime
 - Providing advice to businesses to help them protect themselves from crime
 - Acting on the concerns of businesses
 - Working with partners such as Trading Standards, Environmental Health on business crime issues
- Improve trust and confidence in the criminal justice system
 - Improving levels of confidence
 - Supporting victims and offenders to understand and engage with restorative justice processes
 - Ensuring appropriate sentencing and deterrents

SOURCES AND REFERENCES

- 1 A Police and Crime Commissioner was introduced in all police force areas in England and Wales (except in London where the Mayor of London has taken on the powers of a PCC in relation to the Metropolitan Police). PCCs will give the public a voice at the highest level, and give the public the ability to ensure their police are accountable. They aim to cut crime and have a statutory responsibility for ensuring an effective and efficient police service within the force area.
- 2 Local Policing Survey 2012.
- 3 Latest available data recorded between 1 April 2012 and 17 March 2013.
- 4 Suffolk Constabulary County Policing Command Performance Priorities Summary - 1 April 2012-17 March 2013.
- 5 Suffolk Constabulary County Policing Command Performance Priorities Summary - 1 April 2012-17 March 2013.
- 6 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- 7 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- 8 Protective Services includes a range of policing services - serious and organised crime; major crime (such as serial murders); critical incidents (single events that significantly impact on public safety; civil contingencies (natural threats or disasters); public order, roads policing (in this context, the use of the roads by criminals); protecting vulnerable people (domestic abuse, missing persons, child abuse, management of violent and sexual offenders) and counter-terrorism.
- 9 Victim Satisfaction Survey 2012/13.
- 10 Listening and learning: Improving support for victims in Suffolk.
- 11 'Out in the Open - What victims really think about community sentencing. Published by Victim Support & Make Justice Work, 2012.
- 12 A community sentence is made up of one or more of a number of possible requirements that sentencers can assign to an offender. Each sentence is tailored to reflect the seriousness of the crime while also taking into account the rehabilitation of the offender.
- 13 Hate crime involves any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a personal characteristic. The definition covers five main strands, in particular - disability, gender-identity, race, religion or faith and sexual orientation.
- 14 Local Victim Survey – July 2012.
- 15 Institute of Alcohol Studies Alcohol and Crime. Alcohol Factsheet. 2010.
- 16 Local Policing Survey 2012/13 & Joint Strategic Assessment Process 2012.
- 17 Her Majesty's Inspectorate of Constabulary - 'What's the best thing the police can do to reduce crime'. 2013.
- 18 Local Policing Survey 2012/13.
- 19 Suffolk Constabulary County Policing Command Performance Priorities Summary - 1 April 2012-17 March 2013.
- 20 Draft Anti-Social Behaviour Bill. December 2012.
- 21 Damian Green, MP. Speech. 23 October. New duty on PCCs.
- 22 Draft Anti-Social Behaviour Bill. December 2012.
- 23 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.
- 24 Volume crime scene investigators attend the scenes of the more commonly occurring volume crime types such as burglary and theft from motor vehicles.
- 25 Section 77 of the Police Reform and Social Responsibility Act 2011 introduced a requirement for the Home Secretary to publish a Strategic Policing Requirement.
- 26 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles 2012.

Tim Passmore
Police & Crime Commissioner for Suffolk

Police Headquarters
Martlesham Heath
Ipswich IP5 3QS

01473 782773
spcc@suffolk.pnn.police.uk
ww.suffolk-pcc.gov.uk



POLICE AND CRIME PLAN FOR SUFFOLK

