



# **Suffolk Police and Crime Commissioner Proposals for Policing Funding for 2019/2020**

## 1 INTRODUCTION

### 1.1 Police funding for 2019/20

1.2 The Home Office published the Provisional Police Grant report 2019/20 on the 13th December. This set out force level allocations of central government funding for 2019/20 as well as plans to increase funding for national priorities such as counter terrorism policing and serious and organised crime.

Full details are available at: <https://www.gov.uk/government/organisations/home-office>

1.3 The report gives Police and Crime Commissioners (PCCs) the opportunity to use their precept flexibility fully giving them the freedom to ask for an additional £2 a month in 2019/20 to increase tier Band D precept by £24 in 2019/20 without the need to call a local referendum.

1.4 Providing the Band D precept is increased by £24, the Police Grant for Suffolk in 2019/20 brings an additional £9.2m for the Police and Crime Commissioner to consider allocating to the Constabulary.

1.5 This document sets out how this additional funding, after taking into consideration existing cost pressures and savings plans, could be allocated in Suffolk.

1.6 The chart below explains the financial position.

	<b>Cost £m +/-</b>
Cash increase between 2018/19 and 2019/20 as per table 1 of the settlement. Based on £24 pa.	+ £9.2
<b>Obligatory cost pressures:-</b>	
• <b>Pensions.</b> Increase to employer contributions for officer pensions.	- £2.8
• <b>Pay inflation.</b> 2% pay increase assumed.	- £1.6
• <b>Non Pay inflation.</b> 2% average from Bank of England.	- £0.5
• <b>Contractual</b>	- £0.7
• <b>Non pay growth</b>	- £0.8
<b>Sub Total</b>	- £6.4
<b>Balance</b>	+ £2.8

- 1.7 In addition to the aforementioned £2.8m the Constabulary will make the following savings in 2019/20:

<b>Saving title</b>	<b>Additional Savings in 2019/20 £000</b>	<b>Saving description</b>
Suffolk Policing Model	700	This is the remainder of the full £1.4m annual savings delivered as part of the review. (£700k was delivered as a part year saving in 18/19; this is the remaining £700k full year impact).
Suffolk Policing Model	400	This is a saving due to remodelling the average cost of an officer due to the high recruitment numbers of officers paid at the bottom of the officer salary grades.
Additional savings from the 18/19 OBB process	480	These are additional efficiency savings from 18/19 OBB process that were not recognised in 18/19 budgets due to the fact they were programmed into later phases of change. Therefore this had a minimal impact on 18/19, but a full year impact on 19/20.
OBB pay savings from 19/20 process	110	These are pay efficiency savings from 19/20 round of OBB and building on top of 18/19 process. This is a half year value as a working assumption (full year value is £220k) and these will be programmed into the Change Programme phases of change in January.
Estates non-pay savings	182	Reduction in running costs of estates through delivery of the Estates Strategy in Suffolk.
ICT non-pay savings	111	Savings from ending contracts, warranties and licences no longer required.
Back office non-pay	22	Other minor non-pay savings.
Telematics efficiency savings	38	Efficiency savings from the delivery of telematics
<b>TOTAL</b>	<b>£2.043m</b>	

- 1.8 This leaves the opportunity to make proposals for approximately £4.8m for the Police and Crime Commissioner to allocate to Suffolk Constabulary. The following section outlines these proposals (to the value of £4.4m) and the rationale behind them.

## 2 SUMMARY OF THE PROPOSALS

	<b>Suffolk</b>	<b>Cost £m</b>
1	Enhance Automatic Number Plate Recognition (ANPR) coverage across Suffolk. Additional 3 Police Sergeants and 18 x Police Constables (Total = 21 officers) Provide additional equipment and technology including a Police Drone.	1.0 0.6
2	Provide an additional 8 x Police Constables to Ipswich Safer Neighbourhood Teams (SNT)	0.4
3	Provide an additional 24 x Police Staff Investigators to support Detectives leading serious and major crime investigations (3 x Supervisors and 21	0.7

	Investigators)	
4	Additional Police Staff Data Communications posts (jointly with Norfolk Constabulary)	0.1
5	Additional Police Staff for the Bail Management Team (jointly with Norfolk Constabulary)	0.1
6	Additional Police Staff Virtual Court Custody Detention Officers -18 months temporary funding - (jointly with Norfolk Constabulary)	0.1
7	Back office	0.1
8	Additional Police Staff to further enhance ATHENA Investigation Management (jointly with Norfolk Constabulary)	0.3
9	Additional Temporary Police Staff posts (Vetting, Information Management and Learning and Development)	0.4
10	Fund Digital Asset Management System (DAMS) and Digital Evidence Transfer System) for Suffolk. Joint purchase with Norfolk Constabulary	0.3
11	Fund Workflow Solution and Digital Public Contact. Joint purchase with Norfolk Constabulary	0.1
12	Digital Forensics/High Tech crime data storage and infrastructure (jointly with Norfolk Constabulary)	0.2
13	Revenue funding of short life digital assets	0.4
	<b>Total</b>	<b>4.8</b>

2.1 Refer to section 5 for further details regarding these proposals.

## 2.2 Additionality

		<b>Cost £m</b>
<b>People</b> ( 45 of the 69 are jointly funded with Norfolk Constabulary )	29 x Police Officers	<b>£3.2m</b>
	69 x Police Staff **	
<b>Equipment &amp; Technology</b>		<b>£1.2m</b>
<b>Total</b>		<b>£4.4m</b>

In summary these proposals will bring additional police officers and staff into roles that enables the Constabulary to deal with modern day policing challenges. This coupled with the provision of the best available technology will increase their productivity and continue to deliver an efficient and effective service for those that live, work, travel and invest in Suffolk.

### 3 POLICE & CRIME PLAN OBJECTIVES

3.1 The proposals set out in this document support the delivery of the Police and Crime Plan for Suffolk 2017 - 2021

- **Objective 1** – Making Suffolk Safer – Responding to calls for urgent assistance
- **Objective 2** – Making Suffolk Safer – Caring about victims, communities, the local economy and our workforce
- **Objective 3** – Making Suffolk Safer – Protecting vulnerable people and communities by preventing, reducing and solving crime and reducing anti-social behaviour (ASB)
- **Objective 4** – Making Suffolk Safer – Delivering efficient and effective services with right resources

3.2 The Police and Crime Plan for Suffolk 2017/21 can be found at:

<https://www.suffolk.police.uk/about-us/our-organisation/police-and-crime-plan>




### 4 SUFFOLK CONSTABULARY VISION, MISSION, VALUES

4.1 Suffolk Constabulary’s key priorities and principles are set out in its Vision Mission and Values. The proposals set out in this document support the ambition and delivery of these priorities.







## 5 PROPOSED INVESTMENT OF £4.4m





5.1 This next section provides more information regarding each of the proposals in detail.





<b>1. Provide an additional 21 Police Officers (3 x Sergeants and 18 x Constables) to enhance ANPR coverage across Suffolk. Cost £1.6m</b>	
<p>Automatic Number Plate Recognition (ANPR) has been used to support core policing for operational response purposes for a considerable time in law enforcement across England and Wales. During recent years there is evidence that the value of ANPR is improving national security, intelligence led investigations and in the investigation of major and serious organised crime leading to the conviction of offenders.</p> <p>ANPR is currently in use across Suffolk in the form of fixed site cameras, mobile cameras and in Police vehicles.</p> <p>The Police and Crime Commissioner (PCC) proposes to create additional ANPR capacity and capability across Suffolk by creating a new team of 21 Police Officers and providing them with vehicles and equipment including a drone.</p> <p>Further fixed roadside cameras and mobile cameras will be purchased and installed at key locations on the Suffolk road network.</p>	
<b>Potential Benefits</b>	
<ul style="list-style-type: none"> <li>• Enhanced police visibility and proactivity across Suffolk with the ability to surge resources with neighbouring Forces</li> <li>• Enhanced Suffolk Police response to high threat issues</li> <li>• Robust tackling of Serious and Organised crime</li> <li>• Exploit technological solutions to catch criminals</li> <li>• Additional arrests, convictions and successful prosecutions</li> </ul>	
<b>Police &amp; Crime Plan 2017- 2021</b>	<b>Suffolk Constabulary Priorities</b>
Objective 2 Objective 3 Objective 4	 Manage demand  Modernise  Prevent crime & ASB
<b>Key Messages</b>	
<ul style="list-style-type: none"> <li>• Prevent and detect crimes such as burglary, drug offences, sexual assaults and serious violence</li> <li>• Increased prosecutions</li> <li>• Making Suffolk a hostile environment for criminals using the road network</li> <li>• Strengthen preventative and proactive policing resource</li> </ul>	

<b>2. Provide an additional 8 x Police Constables to Ipswich Safer Neighbourhood Teams (SNTs). Cost £0.4m</b>
<p>Safer Neighbourhood Teams are the bedrock of local policing in Suffolk. SNT officers investigate local crimes, engage with communities to ensure the police are responding to local concerns and work closely with other public services to improve outcomes for citizens and protect vulnerable people.</p> <p>The PCC proposes to provide 8 additional Constables for Ipswich Safer Neighbourhood Teams.</p>









<b>Potential Benefits</b>	
<ul style="list-style-type: none"> <li>• Greater visibility and reassurance</li> <li>• Enhanced working with partners focussing on sustainable problem solving</li> <li>• Greater coordination to manage modern day demand and community concerns</li> <li>• Greater multi-agency, collocated and integrated working</li> <li>• Responds to community concerns from the PCC 'on tour'</li> <li>• Enhanced flow of vital community intelligence on a range of issues from neighbourhood to national security</li> <li>• Protects the vulnerable and reduce repeat demands</li> </ul>	
<b>Police &amp; Crime Plan 2017- 2021</b>	<b>Suffolk Constabulary Priorities</b>
Objective 2 Objective 3 Objective 4	 <b>Modernise</b>  <b>Respond</b>  <b>Build confidence</b>  <b>Protect the vulnerable</b>
<b>Key Messages</b>	
<ul style="list-style-type: none"> <li>• Increase accessibility, engagement and communication</li> <li>• Address growing demand and emerging issues in Suffolk's' county town</li> <li>• Promote community safety and feelings of safety</li> <li>• Prevent crime disorder and anti-social behaviour</li> </ul>	



<p><b>3. Provide an additional 24 x Police Staff Investigators to support Detectives leading serious and major crime investigations (3 x Supervisors and 21 Investigators). Cost £0.7m</b></p>
<p>The PCC proposes providing Suffolk Police with an additional 24 Police Staff Investigators. These additional staff will work with Detectives within the Crime, Safeguarding and Incident Management command to ensure the most complex and challenging investigations are carried out to a high standard, bringing more offenders to justice and delivering a high quality of service to victims.</p>
<b>Potential Benefits</b>
<ul style="list-style-type: none"> <li>• Improved standards of investigation and solved rates for serious crime, violence and serious sexual offences</li> <li>• Ensure that the National Police Chiefs Council (NPCC) action plan to improve the standards of Police investigations across the UK is effectively implemented in Suffolk</li> <li>• Bring more offenders to justice regarding serious crime offences</li> <li>• Further align the right skills, powers and training to meet modern day policing challenges</li> <li>• Improved level of expertise regarding new technology and digital media</li> <li>• Create efficient and effective investigation teams with detectives leading investigations supported by Police staff investigating, capturing and presenting traditional and digital evidence relevant to the case</li> </ul>




Police & Crime Plan 2017- 2021	Suffolk Constabulary Priorities
Objective 2 Objective 3 Objective 4	 Respond  Modernise  Protect the vulnerable  Build confidence
Key Messages	
<ul style="list-style-type: none"> <li>• Protect those most vulnerable including child sexual exploitation, cyber-crime, domestic abuse and serious organised crime including drugs, knife crime and serious violence.</li> <li>• Tackle on line fraud</li> <li>• Enhanced resources dealing with complex and challenging crime</li> <li>• Enhanced capacity and capability to capture and present digital evidence</li> <li>• More prosecutions improving service to victims</li> </ul>	





4. 3 x Data Communications Posts. Cost £0.1m **	
<p>Like all other Police Forces, Suffolk Constabulary has staff that work directly with communications network providers (E.g. Vodafone, BT and EE). These are accredited and trained to a high national standard to obtain, analyse and present communication in evidence and other policing purposes. Their work enables products such as mobile phone records to be used in evidence, as well as using the network to locate missing people which has on many occasions saved the lives of vulnerable people.</p> <p>Demand for this work is growing significantly, required at all times of the day and night, and the PCC proposes an additional 3 x Data Communications Posts to support this growing area of demand for local policing.</p> <p>** These posts are joint with Norfolk Constabulary and in total equates to a share of 3 posts.</p>	
Potential Benefits	
<ul style="list-style-type: none"> <li>• Enhanced ability to capture and present evidence professionally and ethically</li> <li>• Further align the right skills, powers and training to meet modern day policing challenges</li> <li>• Improved level of expertise regarding new technology and digital media</li> <li>• Ensure police investigations and operations are resolved speedily and effectively</li> </ul>	
Police & Crime Plan 2017- 2021	Suffolk Constabulary Priorities
Objective 2 Objective 3 Objective 4	 Respond  Modernise  Protect the vulnerable  Build confidence
Key Messages	
<ul style="list-style-type: none"> <li>• Address growing demand of police investigations and operations involving digital technology</li> <li>• Resolve operations and solve investigations more swiftly</li> <li>• Save lives and protect vulnerable people (e.g. find missing people).</li> </ul>	



<b>5. 3 x Bail Management Team. Cost £0.1m **</b>	
<p>A bail management team is responsible for the effective management of persons on police bail in Suffolk. The PCC proposes an additional 3 x police staff.</p> <p>** These posts are joint with Norfolk Constabulary and in total equates to a share of 3 posts.</p>	
<b>Potential Benefits</b>	
<ul style="list-style-type: none"> <li>• Saves police officer time in effectively managing the Forces responsibilities under the Police and Criminal Evidence Act (PACE). (E.g. Reviews of detention and extensions to custody)</li> <li>• Provides closer scrutiny of the Police bail process to ensure is properly applied</li> <li>• Ensure those that breach their bail are swiftly arrested</li> <li>• Closely monitor investigations of those on bail to ensure investigations are progressed expeditiously</li> </ul>	
<b>Police &amp; Crime Plan 2017- 2021</b>	<b>Suffolk Constabulary Priorities</b>
Objective 2 Objective 3 Objective 4	 Build confidence  Manage demand  Protect the vulnerable  Prevent crime & ASB
<b>Key Messages</b>	
<ul style="list-style-type: none"> <li>• Increased efficiency, effectiveness and productivity</li> </ul>	
<b>6. 5 x Virtual Court Custody Detention Officers (18 months temporary) Cost £0.1m **</b>	
<p>Suffolk and Norfolk Constabularies are part of the Ministry of Justice (MoJ) pilot for delivering improvements to the Virtual Remand Hearings (Virtual Court). This project funds a Sergeant post, plus a significant amount of investment in equipment and technology. As part of this pilot the PCC proposes 5 x additional police staff Virtual Court Custody Detention Officers for an 18 month temporary period.</p> <p>** These posts are joint with Norfolk Constabulary and in total equates to a share of 5 posts.</p>	
<b>Potential Benefits</b>	
<ul style="list-style-type: none"> <li>• Ensure the smooth running of 'virtual court' remand hearing</li> <li>• Frees up frontline police officers ensuring they spend less time in Police Investigation Centres and more time in Suffolk's communities.</li> <li>• Avoids police having to transport some detainees to Suffolk's courts</li> </ul>	
<b>Police &amp; Crime Plan 2017-2021</b>	<b>Suffolk Constabulary Priorities</b>
Objective 2 Objective 3 Objective 4	 Manage demand  Modernise  Build confidence  Prevent crime & ASB
<b>Key Messages</b>	
<ul style="list-style-type: none"> <li>• Deals with police investigations more efficiently and effectively</li> <li>• Brings offenders to justice more speedily</li> </ul>	

<b>7. Back office. Cost £0.1m **</b>	
<p>The PCC proposes additional staff of :</p> <p>3 x police staff posts in our Information Technology (IT) department            1 x police staff post in our Finance Department            1 x police staff Drug Expert Witness post</p> <p>** These posts are joint with Norfolk Constabulary and in total equates to a share of 5 posts.</p>	
<b>Potential Benefits</b>	
<ul style="list-style-type: none"> <li>Streamlined essential business services</li> <li>Enhanced ability to improve the quality evidence to support prosecutions</li> </ul>	
<b>Police &amp; Crime Plan 2017- 2021</b>	<b>Suffolk Constabulary Priorities</b>
Objective 2 Objective 3 Objective 4	 Modernise  Prevent crime & ASB
<b>Key Messages</b>	
<ul style="list-style-type: none"> <li>Ensures that new technology and systems used by the Constabulary are fully exploited to ensure back office functions continue to be as efficient and effective as possible</li> </ul>	

<b>8. Extra Police Staff to further enhance ATHENA Investigation Management. Cost £0.3m **</b>	
<p>ATHENA is a sophisticated system to record and manage crime, intelligence and custody. Prosecution cases are built using ATHENA. The number of Athena investigations is increasing year on year as police deal with increasing demand.</p> <p>The PCC proposes that these additional posts will be used to ensure the system is fully exploited and managed effectively to ensure crime recording is accurate, investigations standards are maintained, and the best available evidence is presented.</p> <p>** These posts are joint with Norfolk Constabulary and in total equates to a share of 14 posts.</p>	
<b>Potential Benefits</b>	
<ul style="list-style-type: none"> <li>Manage and present evidence professionally and ethically</li> <li>Ensure the Force manages to meet new and additional requirements regarding crime data and ensure it continues to comply with National Crime Recording Standards (NCRS)</li> <li>Further align the right skills, powers and training to meet modern day policing challenges</li> <li>Improved level of expertise regarding new technology and digital media</li> <li>Ensure police investigations and operations are resolved speedily and effectively</li> </ul>	
<b>Police &amp; Crime Plan 2017- 2021</b>	<b>Suffolk Constabulary Priorities</b>
Objective 2 Objective 3 Objective 4	 Modernise  Prevent crime & ASB  Build confidence
<b>Key Messages</b>	
<ul style="list-style-type: none"> <li>Increased efficiency, effectiveness and productivity</li> </ul>	

<b>9. Temporary posts (Vetting, Information Management, Learning &amp; Development). Cost £0.4m **</b>	
<p><b>Vetting.</b> The PCC proposes additional police staff posts to ensure the Constabulary, officers and staff are appropriately vetted.</p> <p><b>Information Management.</b> The PCC proposes additional police staff posts to ensure the Constabulary complies fully with all aspects of information management.</p> <p><b>Learning and Development.</b> The PCC proposes additional police staff additional posts are required to ensure new recruits are effectively trained and that critical skillsets and accreditation are maintained.</p> <p>These are temporary posts. In the case of Vetting and Information Management this additional staff are required to bolster resources in high risk areas whilst new systems and processes are embedded within the Constabulary. With regard to Learning and Development the additional posts are required to support the current team deal with the recruitment of additional police officers and staff outlined in these proposals.</p> <p>** These posts are joint with Norfolk Constabulary and in total equates to a share of 15 posts.</p>	
<b>Potential Benefits</b>	
<ul style="list-style-type: none"> <li>• Maintained high professional standards</li> <li>• Enable the public to have confidence in the way that we record, retain and dispose of police information</li> <li>• Ensure the Constabulary has a highly competent workforce with the right skills, powers and experience to meet challenging requirements</li> </ul>	
<b>Police &amp; Crime Plan 2017- 2021</b>	<b>Suffolk Constabulary Priorities</b>
Objective 1 Objective 2 Objective 3 Objective 4	 Respond  Build confidence  Protect the vulnerable   Improve satisfaction
<b>Key Messages</b>	
<ul style="list-style-type: none"> <li>• Maintain efficient and effective workforce</li> <li>• Enhanced productivity</li> <li>• Continue to deliver a high quality service to the public</li> <li>• Builds trust and confidence in the organisation</li> </ul>	

<b>10. Fund Digital Asset Management System (DAMS) and Digital Evidence Transfer System (DETS) Cost £0.3m **</b>
<p><b>DAMS.</b> Norfolk and Suffolk Constabularies generate and seize a large volume of digital assets and equipment. This presents a number of challenges and risks to the organisations such as information management, security, sharing with partners, storage (physical and logical) and support. Digital Asset Management Systems provides a single online solution, which ingests, manages and shares all digital assets.</p> <p><b>DETS.</b> The need to share these assets externally with criminal justice partners is of equal importance to the sharing of data internally. As part of the Digital First programme, from 2020 the</p>

delivery of the DETS will create an interface enabling automated transfer rather than requiring manual input.

\*\* This purchase is joint with Norfolk Constabulary and in total equates to a Suffolk share of £300k.

### Potential Benefits

- Reduced time on the frontline
- Increased guilty pleas
- Increased speed of evidence provision
- Provision of digital evidence for first hearings and remand cases
- Reduced time for digital evidence to be sent to CPS
- Reduced length of time investigations are open
- Improved case quality
- Improved public satisfaction
- Improved staff productivity/perception
- Increased witness/victim satisfaction

### Police & Crime Plan 2017- 2021

### Suffolk Constabulary Priorities

Objective 2  
Objective 3  
Objective 4



Modernise



Collaborate



Manage demand



Improve satisfaction



Build confidence



Protect the vulnerable

### Key Messages

- Builds a smarter police system and support a more effective service to the public
- Captures digital evidence more efficiently, storing it more safely and presenting it more effectively
- Enables officers to manage digital material more effectively and comprehensively

## 11. Fund Workflow Solution and Digital Public Contact Cost £0.1m \*\*

**Workflow.** This project builds on the release of the frontline uniform mobile device project and has the potential to supplement the second phase mobile devices. The current mobile solution combines hardware and software to give officers and staff access to operational information, electronic forms, and productivity services. This will improve policing through complete transformation of end-to-end processes delivering both efficiencies and cashable savings.

**Digital Public Contact (DPC) & Single Online Home.** This will provide a simple, well known and reliable digital contact service between the public and the police that ensures the public are informed and digitally enabled. DPC will allow for:

- Reporting and tracking online helps to improve the police response and quality of victim support
- Enables the public to undertake financial transactions online such as firearms licensing or penalty fines.
- Provide improved feedback to victims

There are opportunities nationally and locally which can be exploited to delivery change and benefits within this area:

- Single Online Home (Athena Integrated) online reporting






- Web Chat
- Social Media
- Engagement with members of public
- Increased channels for public contact (inbound)
- Digital Media Centre
- Easily publish press releases, images, and collateral of all kinds
- Fully optimised, customised and integrated newsroom
- Social media integration

**IP Telephony.** A modern system bringing improved technological resilience and stability across the CCR and is part of our ongoing modernisation programme. It will help provide a more focussed response to the calls we receive and make sure we provide the most appropriate response for each contact. It also ensures that the most vulnerable are prioritised much earlier in the call process and allow call handlers to better understand and support calls around specific needs.

\*\* This purchase is joint with Norfolk Constabulary and in total equates to a Suffolk share of £100k.

### Potential Benefits

- Financial savings as a result of operating model changes directly enabled by mobile technology
- Value added activity due to a reduced requirement for officers to return to police stations and complete paperwork
- Better policing outcomes due to real time data capture and enriched data quality, supporting improved decision making
- Increased officer satisfaction as a result of improved working practices, greater situational awareness and faster decision making
- Better understanding when monitoring performance, analysing crime trends/demands and Police resources
- Improved strategic assessment
- Further methods and platforms of engagement with the public

Police & Crime Plan 2017- 2021	Suffolk Constabulary Priorities
Objective 1 Objective 2 Objective 3 Objective 4	 Modernise  Respond  Manage demand  Improve satisfaction  Build confidence
Key Messages	
<ul style="list-style-type: none"> <li>• Increased public satisfaction by providing additional contact channels</li> <li>• Increased public satisfaction through a consistent national approach to digital public contact</li> <li>• Increased public satisfaction by improved social media engagement</li> <li>• Increased overall public contact with greater efficient use of existing resources</li> <li>• Minimise 101 contact within the Contact and Control Room</li> <li>• Delivers a more effective service to the public</li> <li>• Easier for the public to contact us.</li> <li>• Improved ways to listen, learn and engage with all Suffolk communities</li> <li>• Identifies ways to improve, deliver and evaluate our public service, performance and business planning</li> </ul>	

**12. Digital Forensics/High Tech Crime (storage and infrastructure) Cost £0.2m \*\***

Due to the amount of data held by the Constabulary there is a need to ensure we have sufficient storage capacity that both addresses current and predicted future needs.

\*\* This is joint with Norfolk Constabulary and in total equates to a Suffolk share of £200k.

**Potential Benefits**

- Reduced risks of prosecution for miss managed information
- Streamlined processes
- Builds capacity for future needs
- Spend to save to ensure the Constabulary can deal with modern day policing challenges

**Police & Crime Plan 2017- 2021**

**Suffolk Constabulary Priorities**

Objective 2  
Objective 3  
Objective 4



Build confidence



Modernise



Manage demand



Improve satisfaction

**Key Messages**

- Builds public trust and confidence in the way Suffolk Constabulary record, retain and dispose of data
- Ensure information is easily accessible enabling the Constabulary to make well informed operational decisions and bring offenders to justice
- Increased efficiency, effectiveness and productivity
- Improved use of digital intelligence and evidence
- Enhanced inter-operability across the police service and key partners