



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP26/13

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
6 MARCH 2026**

SUBJECT: MANAGING OFFENDERS AND REDUCING REOFFENDING

SUMMARY:

1. This report provides an overview of how Suffolk Constabulary manages individuals identified as suspects and offenders.
2. It will provide a summary and assurance of the work being delivered focusing on current activity and improvements which supports the objectives of the Police and Crime Plan and where appropriate will provide statistical information.

RECOMMENDATION:

1. The Police and Crime Commissioner (PCC) is asked to consider the contents of this report and progress made by the Constabulary and raise issues with the Chief Constable as appropriate to the PCC's role in holding the Chief Constable to account.

1. INTRODUCTION

- 1.1 Effective offender management plays a crucial role in safeguarding victims, witnesses, and the wider public. Whether it's ensuring swift and efficient justice or implementing early interventions to prevent criminal behaviour, the offender management portfolio underpins the Chief Constable's commitment to prioritising victims, enhancing public safety, and achieving the objectives set out in the Police and Crime Plan.
- 1.2 The police possess essential powers that facilitate the management of offenders. These include arrest, bail, and the pursuit of preventative orders—all of which contribute to the effective handling of individuals suspected of committing crime.
- 1.3 The Constabulary's collaborative approach with partner agencies in managing offenders and preventing crime not only ensures thorough and timely investigations for current victims but also helps reduce future victimisation. This is achieved through the targeted management of high-risk offenders and addressing the underlying causes of criminal behaviour.
- 1.4 Court backlogs continue to pose a significant challenge across the criminal justice system. Backlogs in the Crown Court in Suffolk are on a downward trend (still well above pre-covid baseline), but outstanding Magistrates cases continue to rise. This issue is not unique to Suffolk—it mirrors the situation in Norfolk, across the region, and nationally. It remains a topic of concern raised with the National Police Chiefs Council (NPCC), the Ministry of Justice (MOJ), and other partner organisations.
- 1.5 These delays result in victims and witnesses enduring prolonged waits for their cases to be heard, which can heighten anxiety, increase the risk of repeat victimisation, and lead to disengagement. Offenders also face extended periods before trial, placing additional strain on all agencies within the criminal justice system.
- 1.6 This paper aligns with the Police and Crime Plan's commitment to evolving offender management practices. It highlights the Constabulary's adoption of measures such as adult conditional caution, the new pioneering inhouse conditional caution programme for standard risk domestic abuse, as well as the new Offender Management Unit, aimed at reducing reoffending

2. OVERVIEW

- 2.1 The Out of Court Resolutions (OOCR) (Op Divert) Strategic Group continues to coordinate work across Suffolk and Norfolk Constabulary to ensure the effective management of offenders. This Sub-Group reports into the Investigation Standards Board chaired by the Assistant Chief Constable, Local Policing.
- 2.2 The current focus areas of the subgroup are:
 - Integrated Offender Management.
 - Use of Bail and Released Under Investigation (RUI).
 - Use of Out of Court Disposals and Restorative Justice.
 - Working with partners to provide diversionary support.
- 2.3 The Op Divert Strategy progresses the objectives of the Police and Crime Plan in terms of reducing crime and disorder, working in partnership to improve criminal justice outcomes, and enhancing community safety.

3. CUSTODY

3.1 As demonstrated in Table 1 below, throughput in custody continues to grow at the highest levels known with positive arrests and requirements to attend for biometrics.

3.2 Table 1 – Custody throughput in Norfolk & Suffolk Feb 2024 – Jan 2026

	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Total
Aylsham PIC	133	176	147	202	181	164	137	109	107	76	79	182	1693
Adult	127	159	137	187	165	152	126	100	94	71	72	166	1556
Juvenile	6	17	10	15	16	12	11	9	13	5	7	16	137
Bury St. Edmunds PIC	371	415	426	377	393	448	402	354	373	378	404	386	4727
Adult	348	384	391	353	370	429	375	343	351	350	386	359	4439
Juvenile	23	31	35	24	23	19	27	11	22	28	18	27	288
Great Yarmouth PIC	363	406	421	394	427	408	465	420	459	422	414	357	4956
Adult	336	375	393	365	400	379	435	395	415	388	391	335	4607
Juvenile	27	31	28	29	27	29	30	25	44	34	23	22	349
King's Lynn PIC	348	419	406	414	429	422	415	392	399	453	434	398	4929
Adult	321	401	379	386	393	386	399	378	377	427	423	379	4649
Juvenile	27	18	27	28	36	36	16	14	22	26	11	19	280
Martlesham PIC	402	435	445	396	450	475	458	381	468	422	420	399	5151
Adult	373	402	403	378	420	458	424	358	446	395	407	380	4844
Juvenile	29	33	42	18	30	17	34	23	22	27	13	19	307
Wymondham PIC	441	560	494	585	538	567	531	552	578	575	606	568	6595
Adult	409	526	459	546	501	531	489	519	532	545	567	530	6154
Juvenile	32	34	35	39	37	36	42	33	46	30	39	38	441
Grand Total	2058	2411	2339	2368	2418	2484	2408	2208	2384	2326	2357	2290	28051

3.3 Mental health assessments in custody continue to prove challenging with ongoing concerns about bed availability across the Norfolk and Suffolk Foundation Trust (NSFT). Whilst the Uniformed Operations Command and the Custody Team specifically, have good working relationships with colleagues from the NSFT, detention in custody of those who require mental health beds continues to pose a risk to the organisation. At times individuals who are subject to mental health assessments are cared for in custody for significant periods of time. This is monitored closely with escalation processes in place between partner agencies.

3.4 The Independent Custody Scrutiny Panel from across Norfolk and Suffolk, which is made up of Independent Custody Visitors, continues to meet quarterly to review the use of strip search of detained persons. The panel also assesses appropriate use of rip proof clothing and the use of force within custody. The panel also reviews of children detained in custody overnight, ensuring that appropriate liaison with partners take place and that all children and young persons are provided with the appropriate level of care and support.

3.5 Medical provision in custody remains contracted to an external partner. The force works very closely with senior managers for the provider to ensure that the rota fulfilment is covered and

where this is not the case, full scrutiny of the data is conducted. The Constabulary continues to have an independent clinical consultant contracted to review the medical provision and provide advice and guidance to the Constabulary. The contractor is currently in a good position with service levels at the highest noted in many years and reassurances that the data provided is accurate.

3.6 From January 2026, staff working within custody (Sergeants and Detention Officers) had a change of shift pattern from 5 teams working earlies, lates and nights to a 4 team pattern on 12 hour shifts earlies (07:00 – 19:00) and nights (19:00 – 07:00). The purpose of this review of shifts pattern is to enable custody to be more self-sufficient with less moves of staff between PICs and reliance on colleagues working outside of custody. We are already seeing dramatic reductions in cover from non-custody staff.

3.7 In February 2026, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) is attending Martlesham and Bury PICs for the PEEL Custody inspection. The report from this visit is likely to be published around Mat 2026.

4. OUT OF COURT RESOLUTIONS (OOCR)

4.1 In April 2025 OOCR's were rebranded as Op Divert. This has re invigorated the referral process and training is being completed across the Constabulary with Suffolk engagement being a priority to improve the usage of OOCR.

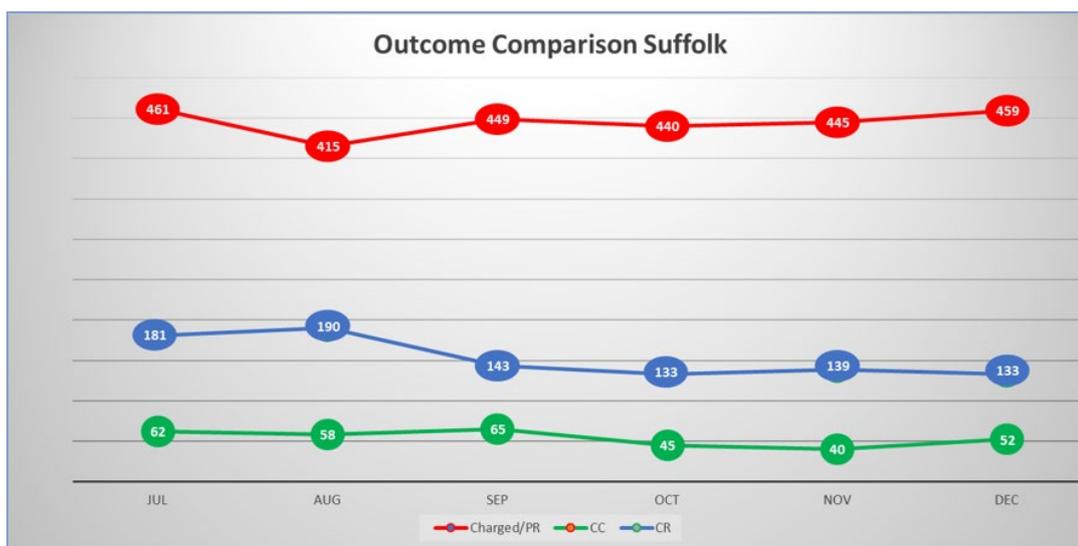


Fig 2 – Outcome comparison Charge v OOCR July 2025 to December 2025

4.2 A suite of new courses is being developed in partnership with THINQI to support a scalable e-commerce model, underpinned by Restorative Justice (RJ) principles. These courses will be accessible across both Suffolk and Norfolk and are designed to be inclusive and adaptable for broader national use.

4.3 The Restorative Justice team has written a Victim Impact Assessment course that is delivered on the THINQI platform, this is an interactive awareness programme designed for offenders to understand the victim impact around offences such as ASB, low value criminal damage, low value thefts and harassment.

- 4.4 Development is ongoing of an E commerce shop front model to add courses and increase our offer for OOCR wider. Plans and Course completed for retail crime, Public Protection Unit (PPU) admin offences, Football offences, Car Meets, Young Drivers and Knife Crime.
- 4.5 50% of the income generated from the Victim Impact awareness course will be reinvested into new diversionary options and will contribute to a hardship fund for those who cannot afford to pay for courses.
- 4.6 Accreditation is being sought from the College of Policing (CoP), and a digital content creator from the University of East Anglia (UEA) has been appointed on a short-term contract to support the creation of engaging, high-quality materials. The commercial model enables access to the platform for all UK police forces, while Norfolk and Suffolk retain intellectual property rights for the course content.
- 4.7 Current data from Suffolk in December 2025 indicates that 69% of positive outcomes are attributed to Type 1 charge post-restorative (PR) interventions. The remaining 31% are OOCRs, with 28% of these linked to Community Resolutions (CR) or Conditional Cautions (CC). The final 3% comprise Outcomes 20/21 and youth interventions, reflecting a diverse approach to resolution that supports early intervention and restorative practices.
- 4.8 The OOCR provision in Suffolk is subject to quarterly review by an independent Scrutiny Panel. This panel examines anonymised cases selected by the Chair to assess whether the disposal method was appropriate, based on the evidence available at the time of decision-making. The process ensures transparency and accountability, with organisational learning captured and fed back into service improvement. The Chair will lead a review of panel membership and the Terms of Reference, with the aim of achieving more representative public involvement and aligning with the Police Race Action Plan.
- 4.9 An evaluation project has been scoped and costed in collaboration with the University of Suffolk to assess the broader impact of OOCRs. The study focuses on three key areas: the effect on police officer productivity compared to traditional charge and court processes, the influence on recidivism and behavioural change, and the legitimacy of OOCRs from the victim's perspective, particularly in terms of satisfaction with outcomes. This proposal has now been presented to the Eastern Region as a joint funding initiative, reflecting a commitment to evidence-based practice and continuous improvement.
- 4.10 Suffolk Constabulary will be part of a new pilot for using OOCR for suitable Hate Crimes and this commences in April 2026.

5. BAIL MANAGEMENT UNIT

- 5.1 Suffolk Constabulary has implemented a series of structural and operational changes to strengthen the management of pre-charge bail in line with legislative reforms. Effective from 1st August 2025, the Bail Management Team (BMT) has adopted an expanded scope to handle complex and high-risk bail scenarios, including re-bails following Application Bail Period (ABP) extensions, bail reversions, and inter-force custody record coordination. These changes are designed to streamline demand management and ensure consistency in bail decision-making. Complementing this, Power BI dashboards with traffic light indicators have been introduced to support supervisors in real-time oversight, embedding bail management into daily operational routines.
- 5.2 Clear delineation of responsibilities between Officers in Charge (OICs), Supervisors, and Custody Sergeants ensures accountability and efficiency in bail-related processes. Tasks such as re-bails within the initial ABP period, urgent re-bails, and custody record updates are now

systematically assigned, reducing delays and improving case progression. Data from July 2025 through to December 2025 shows Bail is starting to be used more than RUI reflecting successful alignment with national policy to prioritise bail where proportionate. These measures collectively enhance operational resilience and support fair, timely justice outcomes.

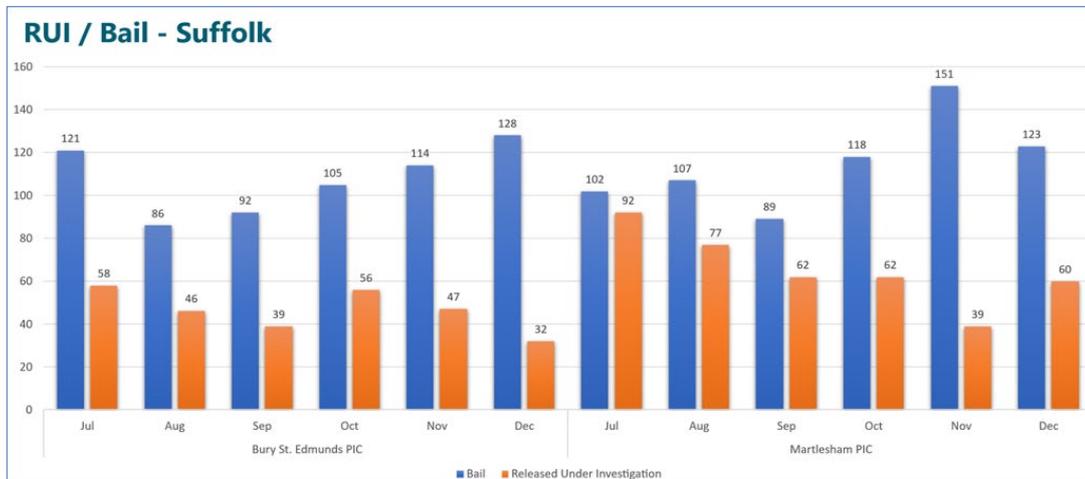
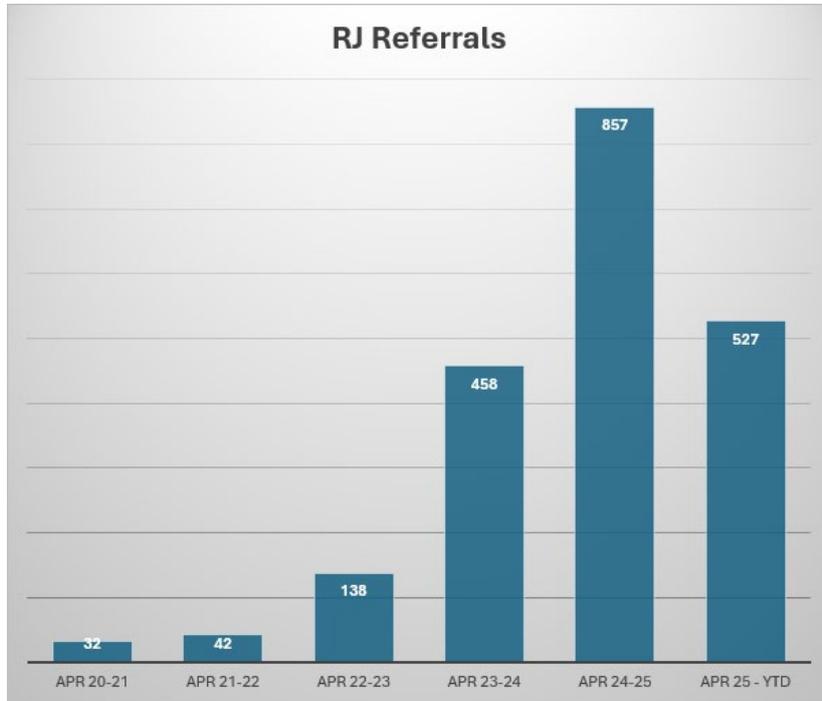


Fig 3 – Bail use in Suffolk from July 2025 to December 2025

6. RESTORATIVE JUSTICE (RJ)

- 6.1 The Joint Restorative Justice Hub is commissioned by the Offices of the Police & Crime Commissioners for Norfolk and Suffolk. Funding has been confirmed until March 2027 and we are currently looking at extending this to March 2028 as part of a 2 year funding agreement with both OPCC's.
- 6.2 The RJ Hub is embedded in the Offender Diversion Team (now called Op Divert), This approach is intended to strengthen the culture of restorative justice in policing and in practice allows the RJ Hub to embed best practice and supports police officers to deliver Out of Court Resolutions. The Norfolk and Suffolk RJ Hub has been recognised as delivering best practice, with the NPCC lead developing national guidance for RJ based on the local model.
- 6.3 A bi-monthly Op Divert OOCR Strategic Group, chaired by the Joint Specialist Operations Commander, provides governance and oversight via RJ Hub progress updates, presented by the Managing Offenders Inspector. Quarterly operational RJ Service Review meetings are attended by OPCCs and RJ Hub staff; these include service updates and performance monitoring reports.
- 6.4 The chart below shows how referrals have increased year-on-year since the Restorative Justice Hub was formed: YTD figure is representative of the referrals from Apr of this year until the end of December 2025.



6.5 The Norfolk and Suffolk Restorative Justice model is unique in that 100% of cases which are resolved via an Out of Court Resolution (Conditional Caution and Community Resolutions) are triaged by the Hub for suitability for Restorative Justice. 37% of Conditional Cautions in Suffolk have received an RJ Intervention in 2025.

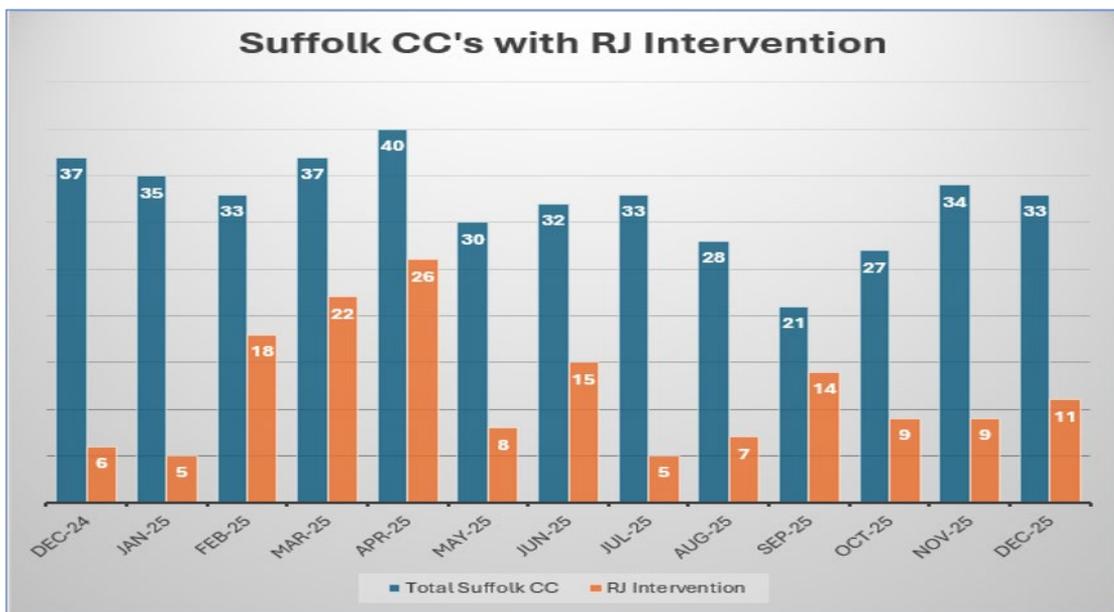


Fig 4 – Restorative Justice referral rates December 2024 to December 2025

6.6 The need to reinvigorate the appropriate use of Out of Court Resolutions (OOCR) and Restorative Justice (RJ) aligns with the recommendations of the Leveson Inquiry and is vital not only for improving outcomes for victims and reducing reoffending, but also for alleviating pressure on the court system. While the well-documented backlogs in the Crown Court remain a concern, it is within the Suffolk Magistrates Court estate—where the impact of increased

OOCR usage would be most beneficial—that a growing backlog is now emerging, highlighting the urgency of adopting alternative resolutions more effectively.



Fig 5 - Backlog of cases in the Suffolk Magistrates & Crown Court Estate noting Suffolk are sending Crown Cases to Cambridgeshire Courts

7. DOMESTIC ABUSE PERPETRATOR UNIT (DAPU)

7.1 The Domestic Abuse Perpetrator Unit (DAPU) is now moving into its fifth year, continues to work on a one-to-one basis with perpetrators of Domestic Abuse. Working holistically with the perpetrator, victim and children over a period of about six months, the team still works in a multi-agency setting changing the abusive behaviours of perpetrators; protecting victims and children from harm.

- 7.2 The DAPU has a success rate of approximately 78% (seventy eight percent). This means that 78 percent (seventy eight percent) of those who have completed the programme have not come to police attention again, whether for criminal matters or for non-crime domestic incidents.
- 7.3 In April 2025, DAPU introduced new methods for collating outcomes, which will support more meaningful reporting over time. Although only eight victims have taken part in this new approach so far, early findings are encouraging. 75% (Seventy five percent) of victims whose former partner completed the programme reported that they now feel they have greater freedom to make their own decisions. The remaining 25% (twenty five percent) reported no change, as they no longer have contact with their former partner. In addition, eighty seven percent of victims indicated an increase in their overall resilience and an improvement in their sleep. Eighty seven percent also reported a reduction in their DASH risk level.
- 7.4 In respect of caseloads, the numbers below provide an overview of the figures for 2025.
- a) There have been **57** new referrals in 2025. **24** did not sign up fully and withdrew in the sign-up process. Several were unsuitable referrals (for example referrals without consent or severe mental health).
 - b) **30** perpetrators have committed to and started the programme this year.
 - c) There are **17** cases currently active at various stages of the programme.
 - d) **10** withdrew from the program for various reasons at different stages of the programme.
 - e) **16** perpetrators are currently in the process of joining.
 - f) **276** behaviour change sessions have been delivered so far this year.
 - g) **7** perpetrators have completed the programme this year.
- 7.5 Alongside delivering the DAPU programme, the team has designed and introduced a new course titled ARC (Accountability, Respect, Change). ARC is an in-house group work intervention suitable for use as an out of court resolution for domestic abuse perpetrators who have committed standard risk domestic abuse crimes and received a conditional caution. The course follows the Cautioning and Relationship Abuse (CARA) guidelines and is delivered over two days, with a four week interval between the sessions. Since implementation, we have received eleven referrals. This is broken down as follows.
- 6 females and 1 male have completed day 1 and are booked in to complete day
 - 2 males and 1 female have completed the sign-up process and are waiting to book on to day 1
 - 1 male was referred back to the OIC as they did not wish to travel to complete the course.
- 7.6 The ARC course is the first domestic abuse conditional cautioning programme of its kind to be delivered internally anywhere in the country. In recognition of this innovation, the departmental manager received the runner up award at the National Centre for Violence Prevention in Policing Reward and Recognition Event in January 2026, under the category of suspect focused initiatives and investigations.

8. MULTI-AGENCY PUBLIC PROTECTION ARRANGEMENTS (MAPPA) AND PUBLIC PROTECTION UNIT (PPU)

- 8.1 Suffolk MAPPA arrangements are published on the Suffolk Safeguarding Partnership Website <https://www.suffolksp.org.uk>, and oversight is through a Senior Management Board chaired by the Assistant Chief Constable.
- 8.2 In Suffolk, all Category 1 MAPPA individuals (Registered Sex Offenders) are serviced by the Public Protection Unit (PPU).
- 8.3 Category 2 and 3 MAPPA nominals are serviced by Community Policing Inspectors and by the Public Protection Unit (PPU) in cases relating to Registered Sex Offenders. There are currently 18 live level 2 & 3 MAPPA cases across the county. There are also 5 out of county MAPPA cases with Suffolk involvement due to offenders residing in Suffolk Approved Premises.
- 8.4 This is an increase from the previous reporting period. This figure has been verified via the MAPPA Coordinator and fluctuates frequently, as offenders are released from prison establishments into the two Ipswich Approved Premises (AP) and then move on either remaining in Suffolk or returning to their home county.
- 8.5 The Public Protection Unit manage Registered Sex Offenders (RSO), Violent Offender Orders (VOO) and Potentially Dangerous Persons (PDPs) and support MAPPA where individual RSO's and VOO's are MAPPA subjects. The PPU have a cohort of RSOs, VOOs and PDPs, the majority of which are based in the community. Nationally accredited risk assessment models allow the public protection officers to grade the risk level of each RSO (very high, high, medium, low, and reactive low), and tailor their management accordingly.
- 8.6 The cohort that PPU manage are closely monitored through the regular scrutiny of performance data including how often people are visited, how many visits are outstanding, how many intelligence submissions are made and how many additional offences are detected and investigated – the performance levels are strong and illustrate robust management of the cohort and the associated demand. Suffolk Constabulary is supporting a regional approach to audit and scrutiny of PPU records. All members of the Team are trained in the Management of Serious Offenders and Violent Offenders (MOSOVO), a national accreditation which facilitates the effective management of such offenders.
- 8.7 Key information is as follows:
- 1089 Registered Sex Offenders (RSOs) living in Suffolk and managed by the PPU Team, slight increase from the previous report.
 - 208 Suffolk RSOs currently in custody.
 - The Team proactively manages the cohort and annually over 100 new Sexual Harm Prevention Orders (SHPO) are obtained from the courts
 - Reoffending of RSOs (all offences) is currently at 2.6% for 2025, for sexual reoffending only the recidivism rate is currently 1.1% for 2025.
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9. WANTED PEOPLE AND OUTSTANDING SUSPECTS

- 9.1 Suffolk Constabulary maintains a strong and consistent approach to managing wanted individuals, with high-risk offenders prioritised through daily local management meetings. This ensures the area commanders, or their delegate can allocate or request additional resources to locate them quickly.

- 9.2 Suspect information is part of the mandatory 8-point plan within the Athena Investigation crime recording. This provides a structured guidance on identifying suspects, checking for links to other investigations, taking positive actions and considering evidence led prosecutions.
- 9.3 Wanted persons and outstanding suspects are managed through local and force - level performance meetings, supported by the publication of current performance data via online dashboards. Each suspect is reviewed by officers and supervisors, with a tailored management plan in place. Where an arrest will not take place in the immediate future, a clear and justified rationale must be recorded, including safeguarding considerations for victims. For Domestic Abuse suspects, the reason not to arrest must be ratified by an Inspector.
- 9.4 Suspects wanted for multiple offences or outstanding for more than 28 days are flagged for review by an Inspector or above, they will either validate the existing investigation plan or take remedial action to progress the case. This process is overseen in County Policing Command and Crime, Safeguarding and Incident Command (CSIM) monthly performance meetings.
- 9.5 A Detective Inspector from the Crime, Safeguarding and Investigation Management Command (CSIM) holds the responsibility for Wanted persons and has replaced regularly circulating of outstanding suspects with a dashboard. This dashboard not only identifies team and OIC responsibility with wanted person but also highlights if a review is due or has expired. In addition, there is now a dashboard to those suspects who are sought for Prison recall. The Policy is in the process to include the recall element.
- 9.6 Fig 6 shows the trend of suspects between January 2025 -January 2026. Numbers of suspects rose around summer months with the numbers remaining relatively stable since, albeit not returning to the months preceding the Summer (East is exception). There remains a focus on managing suspects across local policing with it being a force priority.

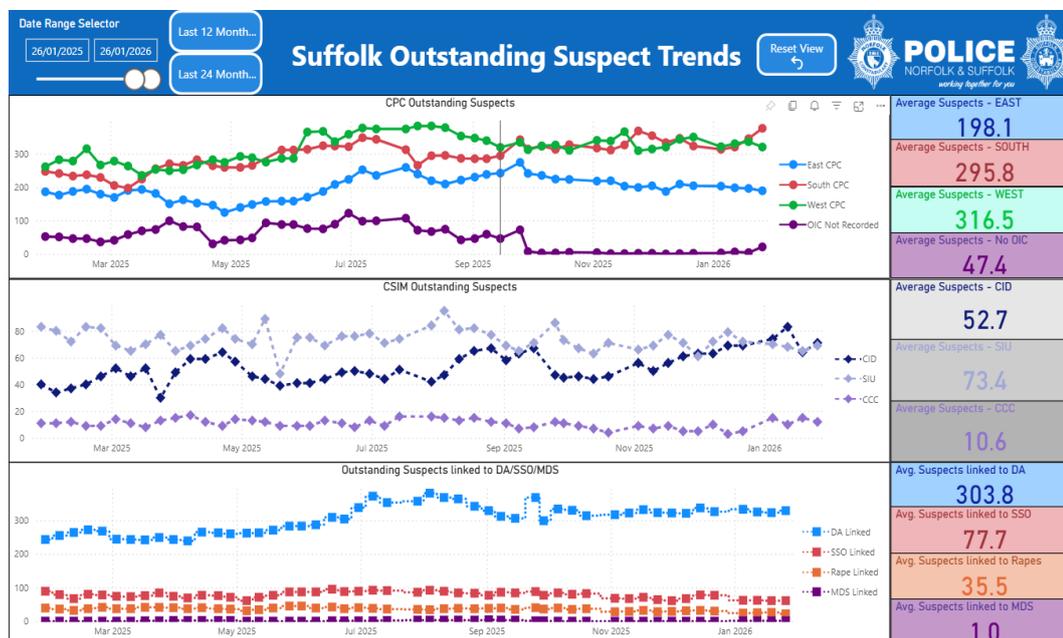


Fig 6 – Outstanding suspect trends in Suffolk 2025-2026

10. INTEGRATED OFFENDER MANAGEMENT (IOM)

- 10.1 Suffolk Constabulary currently has 66 offenders being managed on the IOM scheme, 38 of these are proactively managed in the community. In addition, the team is managing caretaking cases from other force areas which require weekly supervision and interventions.

- 10.2 The overall cohort size shows a decrease of 16 from the previous reporting period, reflecting a short-term reduction in the number of individuals meeting IOM adoption thresholds or requiring active supervision. Despite this, the proportion of high-risk and complex cases remains consistent, and the cohort continues to require intensive multi-agency management.
- 10.3 46% of these are on the Suffolk Fixed Cohort (meet a strict set of Nationally agreed criteria for adoption).
- 10.4 44% are on the Suffolk Flexible Cohort (offenders involved in acquisitive crime).
- 10.5 0% are on a Free cohort (Serious Youth Violence).
- 10.6 Partnership performance within Suffolk IOM continues to demonstrate strong multi agency collaboration, supported by clearly defined measures monitored jointly with the Probation Service. These include the number of scheduled appointments delivered each week, compliance with supervision, the proportion of individuals housed on release, and progress into Education, Training and Employment (ETE). Current performance reflects effective joint working between Probation, Suffolk Constabulary, Turning Point, DWP and local housing providers, with Suffolk consistently outperforming regional averages in key areas such as accommodation on release. These partnership frameworks ensure that each offender's supervision plan is supported by the right agencies at the right stage, sustaining positive engagement and improving consistency of outcomes across the cohort.
- 10.7 Suffolk's IOM operates at a markedly higher risk level than the rest of the region, with the Qlik analysis demonstrating that the county manages one of the most complex and high-harm cohorts across all PDUs. Nearly half of Suffolk's IOM cases are assessed as High or Very High community risk, significantly above regional averages, and the cohort presents substantially higher levels of entrenched criminogenic need, serious violence involvement, and dual high-risk assessments for both community harm and likelihood of reoffending. This elevated risk profile results in more intensive operational demand, lower desistance rates, and persistent policing costs compared with neighbouring PDUs. These findings evidence that Suffolk's IOM risk profile is structurally different to the regional norm and substantively more challenging, reinforcing the need for proportionate resourcing, specialist pathways and strengthened multi-agency oversight.
- 10.8 The forthcoming Sentencing Bill is anticipated to increase demand on Suffolk IOM, as a greater number of offenders who would previously have received short custodial sentences will now remain in the community under supervision. This change, combined with stricter thresholds for remand, will result in more IOM-eligible individuals being managed on court bail and a corresponding rise in compliance monitoring and breach-related activity. The expected increase in community-managed offenders will directly expand the IOM caseload and intensify supervision requirements, increasing the amount of joint work required between police, probation, and partner agencies.

11. FINANCIAL IMPLICATIONS

- 11.1 None.

12. OTHER RISKS AND IMPLICATIONS

- 12.1 There continue to be long delays for Crown and Magistrates Court Cases (particularly trials) and the impact on Offenders not being dealt with within the court system continues to be felt across the Constabulary in achieving outcomes for Victims of Crime.

13. CHIEF OFFICER CONCLUSION

- 13.1 Suffolk Constabulary continues to make significant progress in managing offenders and reducing reoffending, with strong partnership working, innovative interventions, and nationally recognised best practice.
- 13.2 Custody centres remain extremely busy, operating at some of the highest throughput levels recorded, yet continue to deliver safe and effective care supported by strong medical provision and improved staffing resilience. Out of Court Resolutions (Op Divert) and Restorative Justice are expanding, offering early intervention opportunities that reduce demand on the courts and help prevent further offending. The Domestic Abuse Perpetrator Unit continues to deliver high-quality behaviour-change work, with most participants not returning to police attention after completing the programme. Public Protection and MAPPA arrangements remain robust, with very low reoffending rates among Registered Sex Offenders.
- 13.3 Integrated Offender Management (IOM) supports some of the most complex and high-risk individuals in the region, with strong multi-agency arrangements helping offenders access accommodation, treatment, and employment pathways.
- 13.4 However, there continue to be system-wide pressures that impact victims, offenders, and the Constabulary. Court backlogs particularly in the Magistrates' Court estate mean longer waits for justice and can undermine victim confidence and case progression. Delays in accessing mental health beds through local health partners continue to result in some vulnerable individuals inappropriately entering and remaining in custody for extended periods, creating additional safeguarding and operational challenges.
- 13.5 Despite these pressures, Suffolk Constabulary remains committed to innovation, early intervention, and effective partnership working to keep communities safe and support better long-term outcomes.