



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP26/41

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
4 SEPTEMBER 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 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, 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 per Table 1, throughput in custody continues to grow at the highest levels known with positive arrests and requirements to attend for biometrics via Voluntary Attendance.

3.2 Table 1 – Custody throughput in Norfolk & Suffolk July 2025 – June 2026

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Total
Aylsham PIC	166	138	109	106	77	80	180	152	162	186	167	120	1643
Adult	154	127	100	93	72	73	164	134	155	177	160	107	1516
Juvenile	12	11	9	13	5	7	16	18	7	9	7	13	127
Bury St. Edmunds PIC	447	400	357	373	377	403	387	359	400	394	404	432	4733
Adult	428	373	346	351	349	385	360	335	376	372	376	397	4448
Juvenile	19	27	11	22	28	18	27	24	24	22	28	35	285
Great Yarmouth PIC	411	464	421	459	422	413	358	337	435	398	468	497	5083
Adult	381	434	396	415	388	390	336	308	401	364	435	459	4707
Juvenile	30	30	25	44	34	23	22	29	34	34	33	38	376
King's Lynn PIC	425	416	392	399	453	435	397	369	385	453	485	445	5054
Adult	389	400	378	377	428	424	378	351	359	428	461	416	4789
Juvenile	36	16	14	22	25	11	19	18	26	25	24	29	265
Martlesham PIC	475	459	381	467	422	421	398	431	434	433	458	462	5241
Adult	458	425	358	445	395	408	379	402	411	419	439	439	4978
Juvenile	17	34	23	22	27	13	19	29	23	14	19	23	263
Wymondham PIC	570	532	552	579	574	605	566	540	586	567	573	586	6830
Adult	534	490	519	532	545	567	528	508	536	527	541	543	6370
Juvenile	36	42	33	47	29	38	38	32	50	40	32	43	460
Grand Total	2494	2409	2212	2383	2325	2357	2286	2188	2402	2431	2555	2542	28584
Average per day	80	78	74	77	77	76	74	78	78	81	82	85	

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 and has seen significant improvement on the speed of obtaining Mental Health beds more promptly.

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.

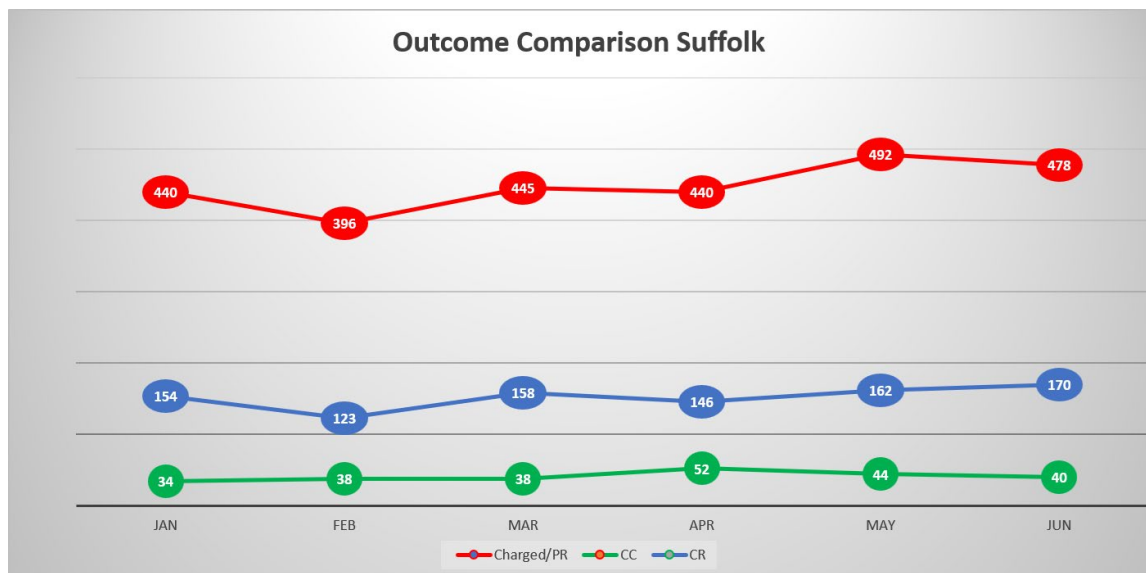
3.5 Medical provision in custody remains contracted to an external partner. The force works very closely with senior managers for the provider to ensure that the rota fulfilment is covered and where this is not the case, full scrutiny of the data is conducted. The Constabulary continues to have an independent 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 Police Investigation Centres (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) attended Martlesham and Bury PICs for the Police Effectiveness, Efficiency and Legitimacy (PEEL) Custody inspection. The report is due to be published August 2026 where formal action plans will be created for any areas of recommendation from the Inspectorate.

4. OUT OF COURT RESOLUTIONS (OOCR)

- 4.1 Suffolk engagement continues to be a priority to improve the usage of OOCR especially around the usage of conditional cautions which remains similar to level in January 2026.



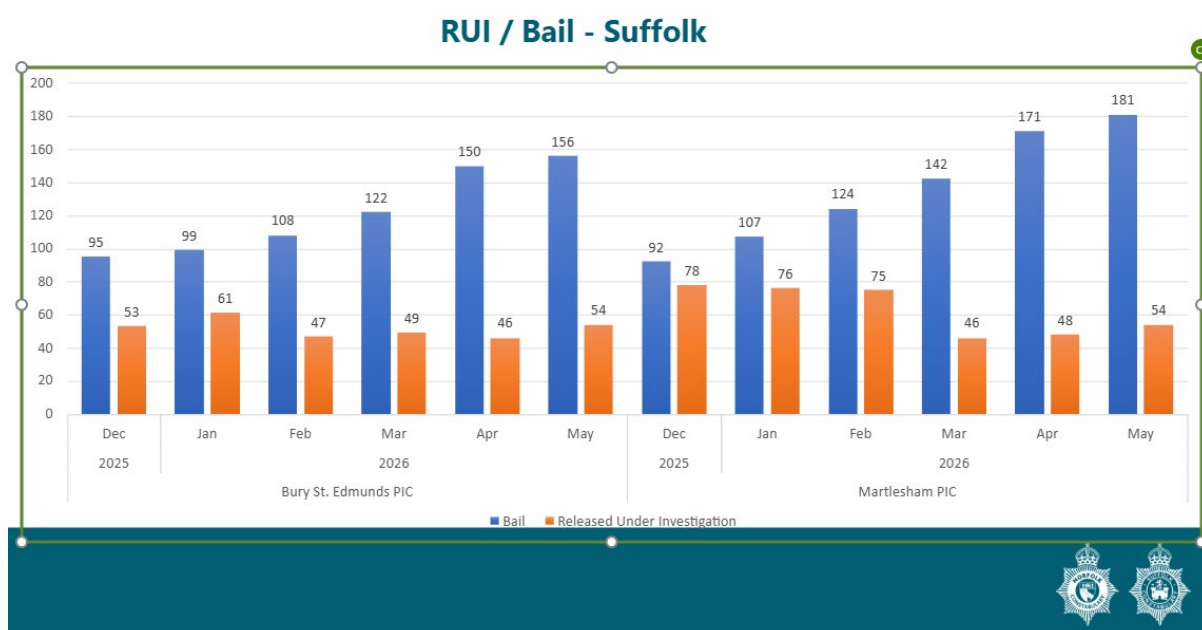
Outcome comparison Charge v OOCR January 2026- June 2026.

- 4.2 Diversionary courses continue to be developed to further enhance the offerings of the Op Divert team. We are currently working on a Repeat Caller course working across the National Health Service (NHS), local councils and our Professional Standards department. The aim of this course is to intervene early as a preventative measure.
- 4.3 The University of East Anglia intern has finished her contract working with the team. This enabled development of several online courses and has upskilled the team so they are able to continue to produce the materials for new courses moving forwards.
- 4.4 An OOCR decision making App is under development, this will enable Officers to have the App on their smartphones and input the details of the incident they are attending to see if it is suitable for an OOCR. This supports the Officer in their decision making and supports the Op Divert team in increasing the use of OOCR. Go LIVE is expected in the Autumn for Officers after a period of rigorous testing but the APP is expected for initial testing in August 2026.
- 4.5 Recidivism Rates for Conditional Cautions over a period of 2 years are currently being analysed via the Criminal Justice (CJ) Reform Team for the cohort in 2023. These will then be compared to results around Recidivism Rates for individuals charged to court over the same period. A full report on the findings is expected in the Autumn of 2026.
- 4.6 Suffolk Constabulary Hate Crime Pilot will commence on 1st August. The Op Divert Team alongside the Restorative Justice (RJ) Team have written their own Hate Crime diversionary course which was approved by the National Hate Crime Independent Advisory Group. Nationally we are the only forces (Suffolk & Norfolk) to have written our own course and had it approved and we have had interest from other forces in its usage.

- 4.7 Current data from Suffolk in June 2026 indicates that 68% of positive outcomes are attributed to Type 1 charge/PR- Postal Requisition. The remaining 32% are OOCRs, with 30% of these linked to Community Resolutions (CR) or Conditional Cautions (CC).

5. BAIL MANAGEMENT UNIT

- 5.1 Suffolk Constabulary has implemented 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 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 January 2026 through to June 2026 shows Bail is starting to be used more than Released Under Investigation (RUI) reflecting successful alignment with national policy to prioritise bail where proportionate and the Sentencing Act 2026 which came into effect on 22nd March 2026. For the month of May bail use was 76% and RUI was 24% of all Bail / RUI cases in Custody . These measures collectively enhance operational resilience and support fair, timely justice outcomes.

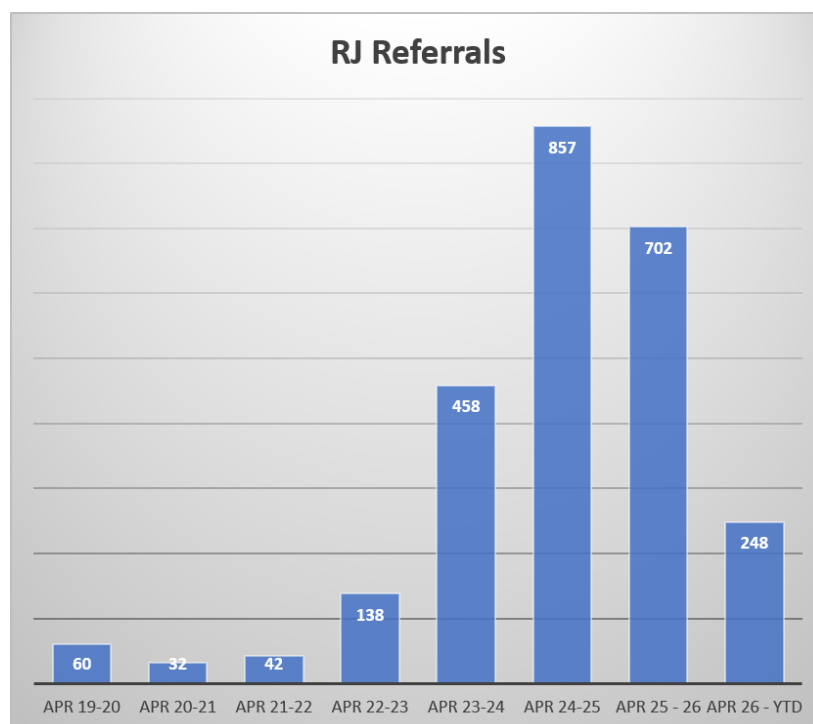


Bail Use in Suffolk from Dec 2025 to May 2026.

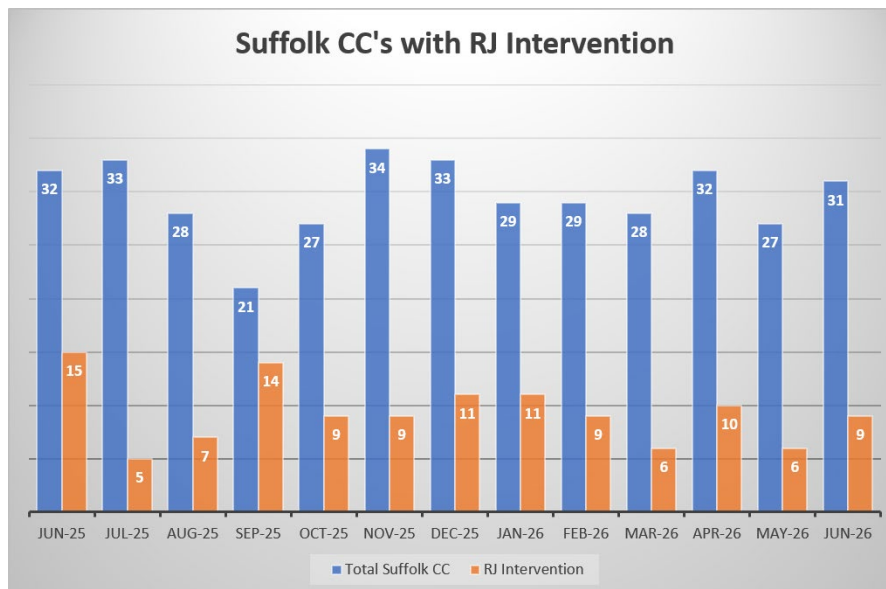
6. RESTORATIVE JUSTICE (RJ)

- 6.1 The Joint Restorative Justice Hub is commissioned by the Offices of the Police & Crime Commissioners (OPCC) for Norfolk and Suffolk. Funding has been confirmed until March 2028 as part of a 2-year funding agreement with both OPCC's.

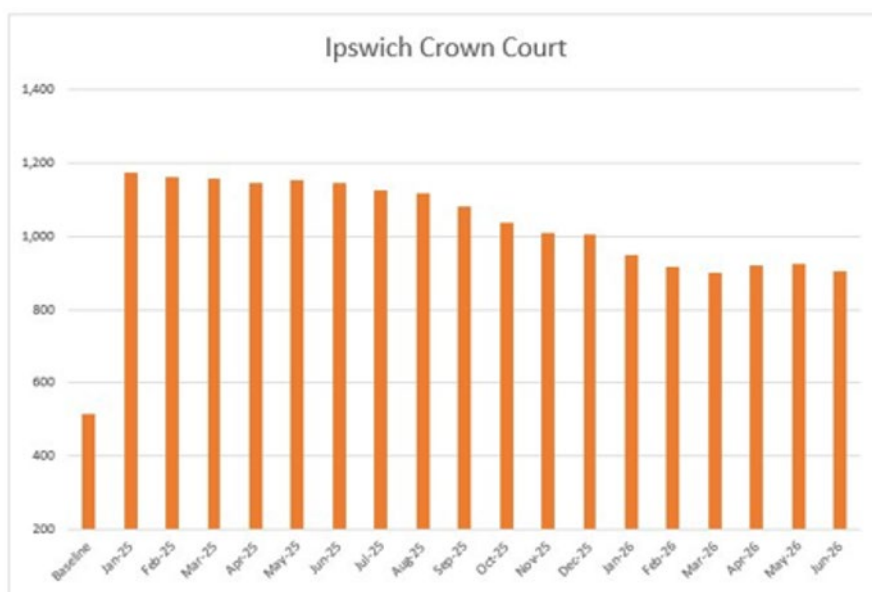
- 6.2 A bi-monthly Op Divert OOCR Strategic Group, provides governance and oversight via RJ Hub progress updates, presented by the Managing Offenders Inspector. Quarterly operational RJ Service Review meetings are attended by OPCCs and RJ Hub staff; these include service updates and performance monitoring reports.
- 6.3 The Police Officers within the RJ team has now been trained in Level 3 Sensitive and Complex Cases, this further increases the opportunities to accept more referrals of this type.
- 6.4 Referrals continue to remain consistent with Quarter 1 of 2026 receiving 89 Level 1 referrals and 14 Level 2 and 3 Sensitive and Complex referrals.
- 6.5 The chart below highlights how the number of referrals into the RJ team has grown and has become imbedded.

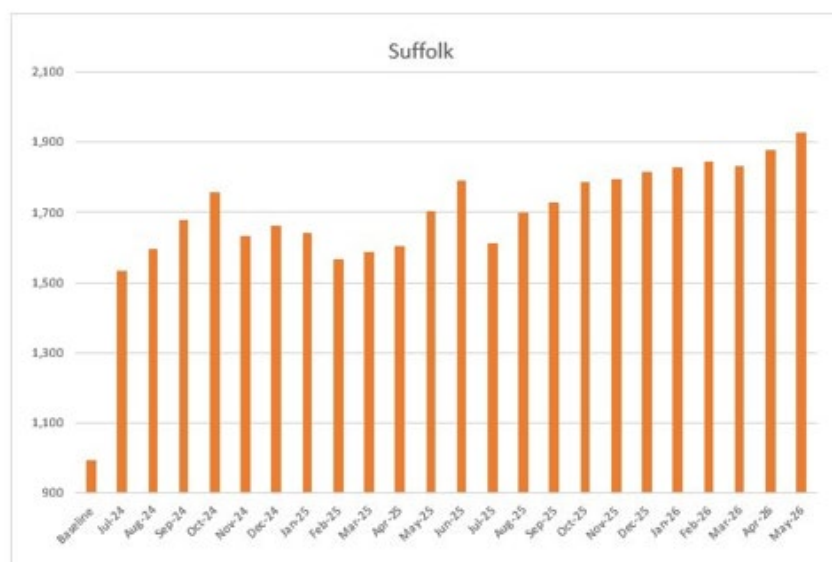


- 6.6 The Norfolk and Suffolk RJ model is unique in that 100% of the cases which are resolved via an Out of court Resolution (Conditional Caution or Community Resolution) are triaged by the Hub for their suitability for Restorative justice. For the period June 2025 to June 2026 32% of Conditional Cautions in Suffolk have received an RJ intervention.



6.7 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.





Backlog of cases in the Suffolk Magistrates & Crown Court Estate noting Suffolk are sending Crown Cases to Cambridgeshire Courts and second chart showing increased Postal Requisitions to Magistrates Court

7. DOMESTIC ABUSE PERPETRATOR UNIT (DAPU)

- 7.1 The Domestic Abuse Perpetrator Unit (DAPU), now in 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 approximately six months, with additional post-programme support offered where appropriate, the team continues to operate within a multi-agency setting, challenging and changing abusive behaviours whilst protecting victims and children from harm.
- 7.2 The DAPU has maintained a consistent success rate of approximately 80% (eighty percent). This means that 80% (eighty percent) of those who have completed the programme have not come to police attention in the year following completion, either for criminal matters or non-crime domestic incidents.
- 7.3 The DAPU continues to develop its approach to outcome monitoring and victim feedback. Current data indicates that 83% (eighty three percent) of victim's report having greater freedom to make their own decisions as a result of the changes they have observed in their partner's behaviour. In addition, 91% (ninety one percent) of victims report an improvement in their mental health and 91% (ninety one percent) have experienced a reduction in their level of risk, as measured through pre and post programme Domestic Abuse, Stalking and Honour-Based Violence (DASH) assessments.
- 7.4 In respect of caseloads, the numbers below provide an overview of activity during the last rolling twelve-month period.
- There have been 81 new referrals.
 - 19 perpetrators either did not complete the sign-up process or withdrew at various stages of the programme. Due to awareness raising completed by the team, the quality and suitability of referrals has improved, resulting in fewer withdrawals.
 - 7 perpetrators are currently in the process of joining the programme through sign-up sessions.
 - 267 behaviour change sessions have been delivered during the reporting period.
 - 13 perpetrators have completed the programme during the last twelve months.

- 7.5 Alongside delivery of the DAPU programme, the team continues to deliver Accountability, Respect, Change (ARC), Suffolk Constabulary's domestic abuse conditional caution intervention for perpetrators assessed as presenting a standard risk of domestic abuse. Launched in October 2025, this welcomed its first participants in January 2026. Delivered to individuals who meet strict eligibility criteria, ARC is a two-day intervention focused on promoting accountability, encouraging respectful behaviours and supporting positive change.
- 7.6 Since implementation, 17 perpetrators have successfully completed the programme. A further 13 individuals have been referred back into the criminal justice system due to non-attendance or failure to complete the intervention. There are currently 5 perpetrators engaged at various stages of the programme.
- 7.7 As part of the intervention, all victim-survivors are offered support throughout the process. Current feedback indicates that 61% (sixty one percent) of victims feel their relationship is now more equal and respectful following completion of the programme.
- 7.8 ARC remains the first domestic abuse conditional caution intervention of its kind to be developed and delivered in-house by a police service anywhere in the country. In recognition of its innovative approach, the programme was shortlisted for a national Vulnerability Knowledge and Practice Programme (VKPP) award, achieving runner-up status.
- 7.9 The Office of the Police and Crime Commissioner (OPCC) for Suffolk is currently seeking additional funding to further develop and expand the Domestic Abuse Perpetrator Unit provision across Suffolk. The proposed model would create a single referral pathway for all domestic abuse perpetrator interventions, enabling consistent assessment processes and ensuring individuals are directed to the most appropriate intervention according to their level of risk, need and circumstances. This would improve accessibility, reduce duplication and strengthen the overall perpetrator intervention framework within the county.
- 7.10 A key element of the funding proposal is the development of dedicated behavioural change interventions for young people aged 16 to 17 who are displaying harmful behaviours within their relationships. At present, there is a recognised gap in service provision for this age group, limiting opportunities for targeted intervention. Introducing evidence-based support at an earlier stage would provide a valuable opportunity to address unhealthy attitudes and behaviours before they become entrenched, reducing the risk of future offending and improving outcomes for both young people and potential victims. This preventative approach reflects the wider commitment to early intervention, safeguarding and breaking cycles of abuse at the earliest possible opportunity.
- 7.11 Furthermore, additional post programme support would be provided to perpetrators to enable them to maintain positive behavioural change, strengthen protective factors, and effectively manage ongoing risks. Continued engagement following programme completion would support long term accountability and help ensure that the gains made through the intervention are sustained, with the overarching aim of enhancing victim safety and reducing the likelihood of future harm.
- 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 (non registerable sex offenders) nominals are serviced by the High Harm Team, Community Policing Inspectors and by the Public Protection Unit (PPU) in cases relating to Registered Sex Offenders. There are currently 35 live level 2 & 3 MAPPA cases across the county. There are also 24 external MAPPA cases that are owned by other areas but require Suffolk involvement due to offenders residing in Approved Premises or other temporary housing options, or receiving local Release on Temporary Licence (ROTL) releases from Suffolk based prisons.
- 8.4 These are significant increases from the previous reporting period. The figures have been verified via the MAPPA Coordinator and fluctuate 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), Sexual Risk Orders (SRO), Violent Offender Orders (VOO) and Potentially Dangerous Persons (PDPs) and support MAPPA where individual RSO's, SRO's and VOO's are MAPPA subjects. The PPU have a cohort of RSOs, SROs, 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 and risk assessments 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 Sexual Offenders and Violent Offenders (MOSOVO), a national accreditation which facilitates the effective management of such offenders.
- 8.7 Key information is as follows:
- 1112 Registered Sex Offenders (RSOs) living in Suffolk and managed by the PPU Team, increase of 23 RSOs since the previous report.
 - 220 Suffolk RSOs currently in custody, increase of 12 RSOs from previous report.
 - 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 2.1% so far for 2026, for sexual reoffending only the recidivism rate is currently 0.9% for 2026 so far, both show a decrease in reoffending from 2025.

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 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 Incident Management Command (CSIM) holds responsibility for Wanted persons and has replaced regular circulation of outstanding suspects with a dashboard. This dashboard not only identifies team and Officer in the Case (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 has been changed to include the recall element. Also, a further process has been introduced, whereby Unlawfully at Large (UaL) MAPPA cases are subject to ownership by the High Harm Team Inspector. They work with MAPPA partners to locate and arrest these subjects at the earliest opportunity.
- 9.6 Fig 6 shows the trend of suspects between July 2025 -July 2026. Numbers of suspects rose around summer months in 2025 and the trendline shows they have risen again in 2026. There is focus on managing suspects across local policing with it being a force priority. The number of suspects is reported on daily to focus our approach and tasking of proactive units to target high risk suspects.

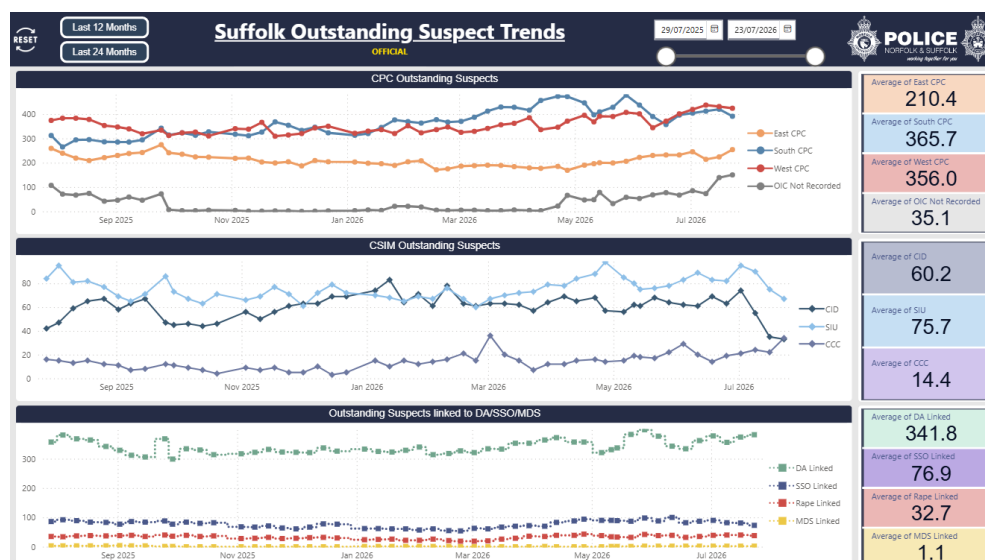


Fig 6 – Outstanding suspect trends in Suffolk 2025-2026

10. INTEGRATED OFFENDER MANAGEMENT (IOM)

- 10.1 Suffolk Constabulary currently has 70 offenders being managed on the IOM scheme, 48 of these are being proactively managed in the community. The team is also managing caretaking cases for other force areas which require weekly supervision and interventions.

- 10.2 Overall cohort size shows a slight increase of 4 from the previous reporting period. In light of the restructuring of the IOM cohorts and National Guidance stipulating IOM will no longer manage non-statutory offenders, this increase albeit it marginal, is a positive position.
- 10.3 Following the re-structure of IOM, there are now only two available cohorts for offenders: Fixed and Free. The Fixed cohort now has an expanded criteria which has been agreed locally to allow the inclusion of more offenders, and Suffolk have remained with only one available Free cohort, which is the Serious Youth Violence cohort. At present 82% (58 offenders) are in the Fixed and 18% (12 offenders) are in the Free.
- 10.4 Suffolk's IOM partnership continues to demonstrate strong multi-agency delivery across probation, policing, treatment, employment and housing services. Performance monitoring jointly undertaken with the Probation Service shows consistently positive outcomes across key measures, including accommodation on release, appointment delivery and compliance with supervision requirements. Suffolk remains the highest-performing Probation Delivery Unit (PDU) in the region for accommodation outcomes, achieving an 87.1% positive accommodation outcome rate in Q3 YTD (2025/2026), significantly outperforming all other regional areas. At three months post-release, Suffolk continues to perform strongly with 78% positive accommodation outcomes, supported particularly through effective use of private rented accommodation and settled family placements.
- 10.5 Operational engagement also remains a notable strength. Suffolk records one of the highest appointment conversion rates in the region at 80%, with an average of 7.6 appointments offered and 6.1 attended per individual. Compliance rates remain exceptionally strong at 97.3%, considerably above the regional average of 93.6%, demonstrating sustained engagement between offenders and partner agencies. Whilst employment outcomes continue to present challenges both locally and regionally, partnership working between Probation, Suffolk Constabulary, Turning Point, DWP and housing providers continues to provide a robust framework for supporting rehabilitation and reducing reoffending. These arrangements ensure that individuals receive coordinated interventions at the appropriate stage of their supervision, contributing to stable outcomes and effective risk management across the cohort.
- 10.6 Suffolk's IOM cohort continues to present a significantly higher level of complexity and operational demand than is typically observed across the region. Analysis undertaken through Qlik demonstrates that Suffolk manages one of the most challenging cohorts within the East of England, with disproportionately high levels of serious harm, entrenched offending behaviour and complex criminogenic need. Nearly half of all IOM subjects are assessed as presenting High or Very High risk to the community, with Suffolk recording significantly higher rates of dual-risk cases where both the likelihood of reoffending and potential risk of serious harm are elevated.
- 10.7 The implementation of reforms arising from the Independent Sentencing Review are expected to increase demand within Suffolk IOM, with fewer offenders receiving short custodial sentences and a greater number being managed in the community under enhanced supervision. This will increase the volume of IOM-eligible offenders, including individuals presenting higher levels of risk, complexity and criminogenic need, requiring more intensive offender management and multi-agency oversight. As a result, Suffolk IOM can expect increased demand in relation to compliance monitoring, enforcement activity, recall processes, risk management, and coordinated intervention planning.

11. FINANCIAL IMPLICATIONS

- 11.1 There are no critical financial implications arising. Increasing demand across offender management functions, the impact of sentencing reforms, continued investment in diversionary programmes, digital solutions and perpetrator interventions may create future resource and funding pressures that will require ongoing monitoring. The Office of the Police and Crime Commissioner (OPCC) is also aware of the nationally available funds to support the Domestic Abuse Perpetrator Unit (DAPU), and this is an approach that has demonstrated strong outcomes.

12. OTHER RISKS AND IMPLICATIONS

- 12.1 Court delays continue to impact victims, witnesses and offenders, increasing time taken to achieve criminal justice outcomes and potentially affecting confidence and engagement.
- 12.2 Demand across offender management functions continues to increase, including within custody, MAPPA, Public Protection and Integrated Offender Management. Sentencing reforms are expected to result in more offenders being managed in the community, increasing requirements for monitoring, enforcement and partnership intervention.
- 12.3 Delays in accessing mental health assessments and appropriate health-based placements for detainees continue to present safeguarding, operational and reputational risks. Effective delivery of offender management outcomes also remains dependent upon the capacity and performance of wider criminal justice and partner agencies.

13. CHIEF OFFICER CONCLUSION

- 13.1 Suffolk Constabulary continues to deliver an already strong but improving offender management approach, combining robust enforcement, effective partnership working and innovative interventions to reduce crime, protect victims and lower rates of reoffending.
- 13.2 The Constabulary has maintained positive progress across several key areas. Custody continues to operate safely and effectively despite sustained high levels of demand, supported by improved workforce resilience and strengthened governance arrangements. The increased use of pre-charge bail, alongside enhanced oversight through the Bail Management Unit, has improved the management of risk and supported more effective investigation progression.
- 13.3 Out of Court Resolutions and Restorative Justice continue to provide valuable opportunities to address offending behaviour at an early stage, supporting victim-focused outcomes while reducing unnecessary demand on the criminal justice system. The ongoing development of diversionary interventions, including the introduction of innovative digital tools and Suffolk's nationally recognised diversionary course, demonstrates the Constabulary's commitment to evidence-based approaches to reducing reoffending.
- 13.4 The Domestic Abuse Perpetrator Unit and Accountability, Respect, Change (ARC) conditional caution programme continue to deliver positive outcomes through targeted behavioural change interventions, helping to improve victim safety, increase accountability and reduce the likelihood of repeat offending. The continued development of perpetrator interventions reflects a strong commitment to early intervention and breaking cycles of abuse.
- 13.5 Public Protection Unit and Multi-Agency Public Protection Arrangements (MAPPA) arrangements remain robust and well governed, despite increasing demand and complexity. Effective management of Registered Sex Offenders and other high-risk individuals continues to result in very low levels of reoffending, providing reassurance that the highest-risk offenders are being managed effectively.

- 13.6 Integrated Offender Management continues to support complex offenders in the region through strong multi-agency partnerships. Positive outcomes demonstrate the value of coordinated interventions in reducing offending and supporting long-term rehabilitation.
- 13.7 Notwithstanding these achievements, significant challenges remain. Court backlogs continue to impact victims, witnesses and offenders, while delays in accessing appropriate mental health placements can result in vulnerable individuals remaining in police custody longer than is desirable. Additionally, growing demand across offender management functions, coupled with the anticipated impact of sentencing reforms and more prisoners released early, is expected to place further pressure on policing and partner agencies as more offenders are managed within the community.
- 13.8 Suffolk Constabulary remains committed to strengthening offender management arrangements, investing in innovative approaches and working closely with criminal justice, health and community partners to improve outcomes for victims, reduce reoffending and keep Suffolk's communities safe.