

PCC CANDIDATE BRIEFING

22 March 2021

Christopher Jackson
Chief Executive

STATUTORY OFFICERS

- ☐ **Chief Executive / Monitoring Officer**
- ☐ **Chief Finance Officer**

OPCC STRUCTURE

Management Team

Christopher Jackson
Chief Executive
(Monitoring Officer, Head of Paid
Service, Data Protection Officer)

Chris Bland
Chief Finance Officer
(0.8 fte)

Liz Hollingworth
Head of Commissioning and
Governance
(Deputy Monitoring Officer)

Vanessa Scott
Head of Policy and Performance

Sandra Graffham
Head of Comms and
Engagement

Shane Hines
Legal Clerk
(0.4 fte)

Greg Songer
Correspondence
and Complaints
Review Officer

Anna Parkinson
Exec Assistant to
PCC and CEO
(and Business
Administration
Officer)

Kate Fitzsimons
Support Officer

Sarah McNulty
Business
Support Officer
(0.4 fte)

POLICING PROTOCOL

Relationship between and functions of:

- ☐ **Police and Crime Commissioner**
- ☐ **Chief Constable**
- ☐ **Police and Crime Panel**
- ☐ **Home Secretary**

POLICE AND CRIME COMMISSIONER

- ☐ Sets strategic direction and objectives through the Police and Crime Plan
- ☐ Holds the Chief Constable to account for performance
- ☐ Sets the precept and determines the budget
- ☐ Appoints (and power of removal over) the Chief Constable
- ☐ Power to commission crime and disorder reduction services and victims services

CHIEF CONSTABLE

- ☐ **Operationally independent**
- ☐ **Supports the PCC in the delivery of the strategy and objectives in the Police and Crime Plan**
- ☐ **Leads the Constabulary**
- ☐ **Day-to-day responsibility for financial management of the Constabulary**

POLICE AND CRIME PANEL

- ☐ **Light touch scrutiny of PCC**
- ☐ **Support and challenge**
- ☐ **2 powers of veto:**
 - **Precept**
 - **Appointment of Chief Constable**

GOVERNANCE

- ☐ **PCC and CC are each a Corporation Sole**
- ☐ **Each has an Annual Governance Statement**
- ☐ **Scheme of Governance and Consent**
 - Sets out:
 - How 2 Corporation Sole co-exist eg property services
 - Decision-making
 - Delegation
 - Contract standing orders
 - Financial regulations
- ☐ **Impact of collaboration**

Stakeholders

☐ **HMICFRS**

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

☐ **IOPC**

Independent Office for Police Conduct

☐ **APCC**

Association of Police and Crime Commissioners

☐ **NPCC**

National Police Chiefs' Council

COMMISSIONING

☐ Powers

- Crime and Disorder Reduction
- Victims

☐ Financing

- Police Grant (at discretion of PCC)
- Ministry of Justice Victims' Services Grant
- Other grants

☐ Services

- Norfolk and Suffolk Victim Care
- Independent Domestic Violence Advisers (IDVAs)

PCC REVIEW

- ☐ **Launched July 2020 by Home Office**
- ☐ **Part 1 – Changes to be delivered ahead of 2021 PCC Election**
 - Strengthening accountability of fire governance
 - Resilience of PCCs (Deputies)
- ☐ **Part 2 – After 2021 PCC Election**
 - Further expansion and strengthening of PCC role
- ☐ **Not considering a wholly new governance model**



SUFFOLK CONSTABULARY

PCC Candidate Briefing

Chief Constable Steve Jupp

22 March 2021



Financial Overview

Key Policing challenges.

Operational activity and pressures.

The Constabulary's strategic plan.

Supporting the delivery of the PCC's Police and Crime plan.



Further and more detailed information is provided in the briefing document for PCC Candidates on Suffolk OPCC website

Strategic Direction

- Evidence based innovation and improvement.
- Value For Money.
- Fully understanding demand for services.
- Sustainability.
- Community Focussed.
- Ambitious.
- Strong Leadership and Culture.
- Mature collaboration.





Challenging operational context



- 4th lowest funded force in the UK
- 8th highest crime severity score per £1m of funding
- Recorded crime per HoP is higher than MSF rate
- In upper half of forces in terms of recorded crime per officer
- Police Officer numbers have decreased by over 15% over 10 years. Starting to increase now
- Suffolk Police Officers carry a very high workload per officer compared to national and MSF figures.
- The population of Suffolk is growing at a higher rate than MSF's due to its proximity to London. Further big impact if Sizewell C goes ahead.



PCC Candidate Briefing

Finance



Financial Performance 2020-21

- Forecast **revenue** surplus **£2m**
 - In-year cost saving exercise **£1.2m**
 - COVID-19 expenditure **£0.7m**
 - Home Office COVID-19 funding **£0.8m**
 - PPE – medical/ non-medical reimbursed
 - Proportion of lost income reimbursed
- Surplus to **budget reserve**
 - Mitigate cost/ funding financial risks



Financial Performance 2020-21

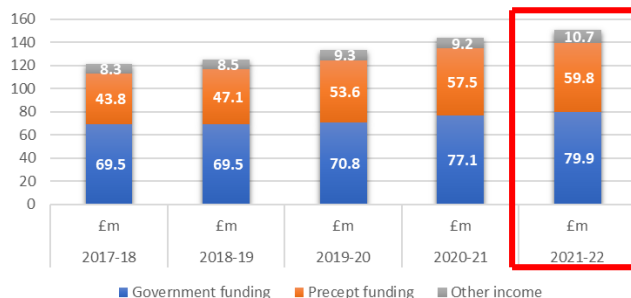
- Forecast **capital** underspend **£1.6m**
 - Estates **£0.8m**
 - Joint ICT projects **£0.8m**
- Carry forward as capex to 2021-22



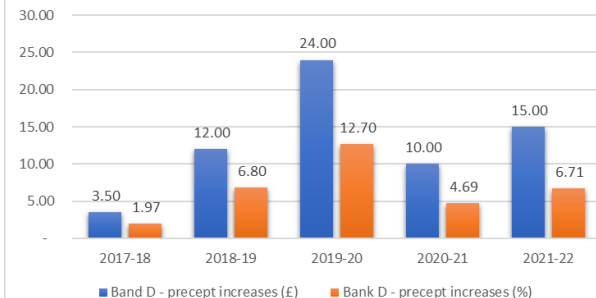


Look Forward to 2021-22 - Revenue

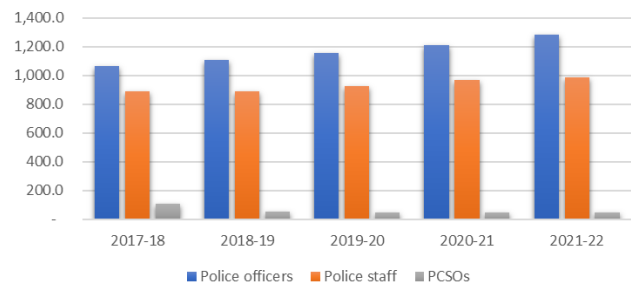
Sources of Revenue Funding 2017-22 £m



Precept Increases 2017-2022



Constabulary Establishment 2017-22 (FTE)

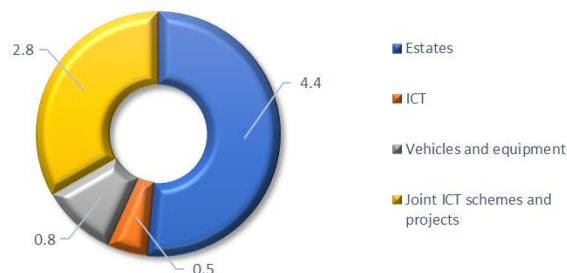


- **Funding has increased** over the last 2 years supporting more officers and staff
- **Proportion of precept funding** has increased from 39% (17/18) to 43% (21/22)
- **COVID-19** has led to a collection fund deficit and reduced council tax taxpayer base
- **Continued funding increases** are needed to support operational delivery
- **3-year funding settlement** would provide improved planning certainty

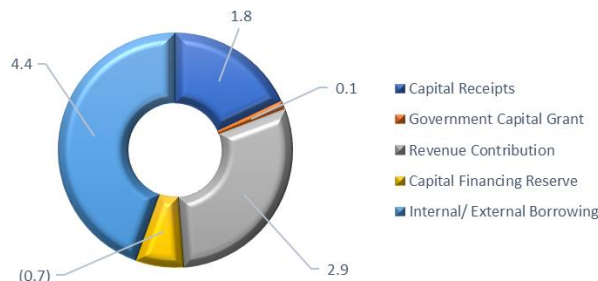


Look Forward to 2021-22 - Capital

Budget Capital Expenditure 2021-22 £m



Capital Funding Sources 2021-22 £m



Total capex budget 2021-22 = £8.5m

- **£4.4m Estates** – major items include: replacement police stations at Mildenhall (2021); Stowmarket (2022); Princes Street, Ipswich (2022)
- **£2.8m Joint ICT scheme and projects** – major items include: replacement servers/ networks; mobile device replacement; continuing body worn video replacement; digital forensics investment/ replacement
- **£0.8m Vehicles and equipment** – replacement vehicles (including EVs)
- **£0.5m Suffolk only ICT** – major items include: replacement desktops/ laptops; and ANPR vehicle kit refresh
- **Funded** from mix of capital receipts, capital reserves, government grant, revenue funding of capital and borrowings.



Financial Risks and Mitigations

- **Forecast budget deficits 2022-25** – savings still required in next 3 years
- **Funding shortfalls** – will funding for CT deficits/ shortfalls continue
- **Pay pause** will be lifted – will pay award be funded?
- **Future investment requirements** – ESMCP, Police Pensions, PHQ

Managing demand

- See pages 12 and 13 of candidate packs



Force Plan 2020/23



How we work

Work together with
our partners and
communities

In collaboration with
Norfolk Constabulary

Plan for the future

Support and develop
our people

Care about health and
wellbeing

Everyone is a leader

Competent, consistent
and compassionate

Catch and convict criminals

Our priorities

To investigate:



Serious violence



Neighbourhood
crime and ASB



Serious sexual
offences and rape



Drugs (County Lines),
gangs and organised crime



Domestic
abuse



Safety (Fatal Four) and
crime on the roads

To prevent and protect:



Vulnerable people
and children



Victims

Victims at the heart of all we do

High standards in all we do

Keep people safe

Outcomes

Driving down crime
and catching more
criminals

Fewer victims

Solving more crime

Safer communities

Increased trust
and confidence in
Suffolk Constabulary

Efficient and effective
in all we do

Successfully deliver Suffolk's
Police and Crime Plan



Force Management Statement



- FMS provides Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) with an outline of the demands we face, our current workforce capacity and capability and how we are responding to current and future challenges.
- Suffolk has 10 priority areas and 6 thematic areas. (See candidate pack Page14)

COVID 19

- Significant impact on our people and operational capacity.
- Responding to urgent legislation and new powers – unprecedented, confusing and challenging.
- Key role in Multi –agency response
- Opportunities to modernise the workplace.



Operation Uplift

Govt funding for Home Office and NPCC to recruit 20,000 additional police officers over three years starting in 2020.

Yr. 1 - 54 officers recruited and making a difference

Yr. 2 - 53 officers to be recruited this year

Yr. 3 – numbers to be confirmed

Essential to meet modern day policing challenges



Precept 2020/21



Additional **19** police officers and **17** police staff.



Improving the standards of police investigations to bring more offenders to justice.



Enhancing Suffolk Constabulary's capacity and capability regarding pro-active policing to tackle serious and organised crime, county lines and knife crime.



Making Suffolk's roads safer.



Enhancing the Constabulary's ability to prevent crime happening in the first place and working with our partners to solve problems that matter most to our communities.



All posts were successfully recruited to by 31st December 2020.

Precept 2021/2



Additional **25** police officers and **27** police staff.

focussed on the following themes;

Improving investigations and protecting vulnerable people.

Enhanced public engagement and improved communication.

Modernisation and transformation



Other key issues

- Police Education Qualification Framework
- Technology and Digital Policing
- Investigations Standards
- Modernising the workplace
- HMIC inspection