

# Policing in Suffolk

Police and Crime Commissioner  
Candidate Briefing Document  
2021

Steve Jupp  
Chief Constable



SUFFOLK  
CONSTABULARY

[www.suffolk.police.uk](http://www.suffolk.police.uk)



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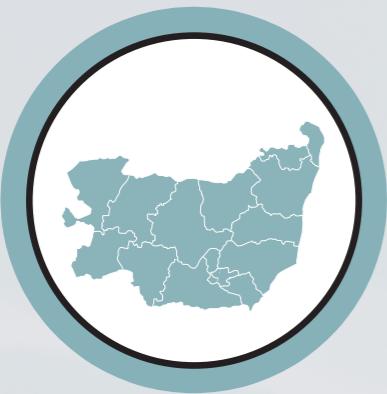
# FOREWORD

This document has been prepared by Suffolk Constabulary in order to provide background information to the public and to prospective candidates for the post of Suffolk Police and Crime Commissioner.

If you require any further information please email your enquiry for the attention of the Deputy Chief Constable at [SuffolkNPCC@suffolk.police.uk](mailto:SuffolkNPCC@suffolk.police.uk)

If you do not have access to email, please write to:

Executive Services  
Suffolk Constabulary  
Police Headquarters  
Martlesham Heath  
Ipswich  
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IP5 3QS



The county of **Suffolk** has an estimated population of 745,000 people across both rural and urban areas.

Nearly 4 in 10 Suffolk residents live in areas classified as **rural** with the county covering nearly 1,466 square miles. It is bordered by Norfolk to the north, Cambridgeshire to the west and Essex to the south.

**Ipswich** is the largest town and is the major economic, social and cultural hub of the county.

Lowestoft, Bury St. Edmunds, Newmarket, Haverhill and Felixstowe also present specific policing needs related to the nature of their industries, such as **tourism** across the county, the **horse racing** industry in Newmarket and Britain's **biggest and busiest seaport** in Felixstowe.



# SUFFOLK CONSTABULARY SENIOR COMMAND TEAM



**Rachel Kearton**  
Deputy Chief Constable  
Suffolk Constabulary



**Rob Jones**  
Assistant Chief Constable  
Local Policing



**Simon Megicks**  
Assistant Chief Constable  
Protective Services and Criminal  
Justice Services



**Kenneth Kilpatrick**  
Assistant Chief Officer

# INTRODUCTION FROM CHIEF CONSTABLE STEVE JUPP

This document has been prepared for those seeking the privilege of being elected as the Police and Crime Commissioner (PCC) for Suffolk.

I have been Suffolk's Chief Constable since April 2019 having been a Police Officer for over 30 years serving in the Metropolitan Police, West Midlands and Nottinghamshire Police before coming to Suffolk as the Deputy Chief Constable in April 2015. As Chief Constable my role is very distinct from the PCC who is elected by the public. The success of the county's Police force is very reliant on the effective working relationship between the two roles on a range of issues from organisational performance, the management of our large organisation and all our people, financial management and ensuring the Constabulary is policing Suffolk effectively and efficiently. This document sets out how a great deal of policing in Suffolk is done in collaboration with Norfolk Constabulary. The collaboration between Norfolk and Suffolk Constabularies is both highly effective and necessary and the PCC in Suffolk together with their counterpart in Norfolk is critical to the ongoing success as we try to continually improve the policing services we provide.

Despite Suffolk being one of the safest counties in the country, it has its challenges. We police a very diverse county with some communities being amongst the most deprived in the country. Following extensive analysis our most pressing challenges for 2021 and beyond are:

1. County lines and Drug supply
2. Domestic Abuse
3. Domestic Burglary
4. Fraud
5. Human Trafficking and Modern Slavery
6. People killed and seriously injured on our roads
7. Serious sexual offences (adult)
8. Serious Sexual Offences (child)
9. Serious violence and Knife crime
10. Stalking and Harassment

These contemporary challenges facing many Police Services that must be addressed effectively by the Constabulary and our partners however the role of the Police and Crime Commissioner cannot be over-stated in terms of setting strategy , influencing and implementing changes , leveraging support and providing funding where necessary. These issues must be addressed alongside more local and community-based issues that affect people's quality of life, meaning that the difficult choices have to be made and priorities agreed. As the main emergency service, the Constabulary frequently performs a leading role in major incidents or critical incidents requiring an effective working relationship and clarity of roles in times of crisis management.

As Chief Constable I want to deliver an excellent service and be regarded as an outstanding police force by the communities we serve. Suffolk Constabulary will continue to work hard to stop crime happening in the first place and prevent harm especially against the most vulnerable. If people do call us at a time of crisis in their lives we will ensure that they get a competent , compassionate and consistent response and , where crimes have occurred bring offenders to justice

I look forward to working with whoever is elected to be the PCC for Suffolk as we seek to pursue the interests of community safety in the age of cyber and technology

Steve Jupp  
Chief Constable

# POLICE & CRIME PLAN 2017-2021

The Suffolk PCC's Police and Crime Plan 2017-2021 (<https://suffolk-pcc.gov.uk/the-commissioner/police-crime-plan>) sets out the strategic priorities for policing in the county and how the Constabulary's resources will be managed to deliver the best possible policing service to our communities.

The Police and Crime Plan has four objectives:

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

For more information about the Police and Crime Commissioner please visit their website:  
<https://suffolk-pcc.gov.uk>

## THE COUNTY OF SUFFOLK



**Suffolk Constabulary** polices a population of approximately 745,000 people with 1209.2 full-time equivalent police officer posts, 893.6 police staff, 120 special constables and has 168 volunteers (as of 1st November 2020).

The Constabulary covers 1,466 square miles across a county that is largely rural but home to a number of vibrant urban areas. It has a coastline that stretches from Lowestoft to Felixstowe (one of the largest container ports in Europe), four military bases and a nuclear power station.

**The county's population has grown by 2.3% since 2011** and is expected to rise to over 770,000 by 2023. By 2023 over 50% of the population is anticipated to be aged 45 and over. More than 83,000 people in Suffolk live in income deprivation. Tourism plays a key role in the local economy contributing £1.85 billion in 2016, with 38,369 associated jobs.

Across Suffolk there are **nine policing localities** - Mildenhall, Bury St Edmunds, Sudbury, Stowmarket, Ipswich West and Hadleigh, Ipswich Central, Ipswich East, Felixstowe & Woodbridge and Lowestoft & Halesworth.



# INCOMING INCIDENTS



**County:** Suffolk  
**Population:** 745,000

In a typical week in **Suffolk**



Approximately  
**2067**  
emergency 999  
calls received  
↑ 17.5% since 2015/16



Approximately  
**3239**  
incidents are recorded  
↑ 1.3% since 2015/16



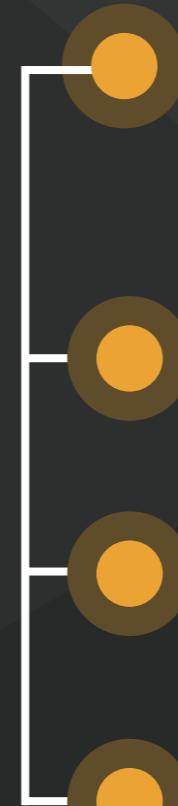
Approximately  
**207**  
arrests are made.  
Approximately **10** of  
these arrests will be for  
sexual offences



Approximately  
**1008**  
crimes are reported  
↑ 8% since 2015/16



Deal with  
**164**  
ASB incidents  
↓ 60% since 2015/16

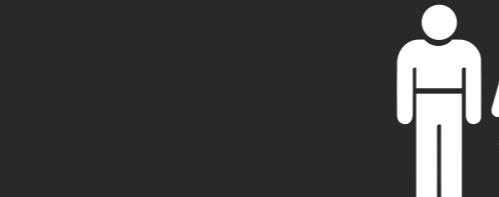


Officers will deal with, amongst other crimes:  
approximately **49** dwelling burglaries, **203**  
thefts, **42** thefts from a motor vehicle, **12**  
thefts of a motor vehicle, **285** violent crimes,  
**10** robbery, **32** sexual assaults, including rape

Officers will carry out **39** Stop and Searches.  
Of these **24** are drugs related

Officers will respond to approximately **93**  
incidents flagged as being associated with  
people with mental health issues

Officers will issue: **20** cautions, **1** penalty  
notice for disorder, **6** cannabis warnings



**78**  
missing persons  
↑ 57% since 2015

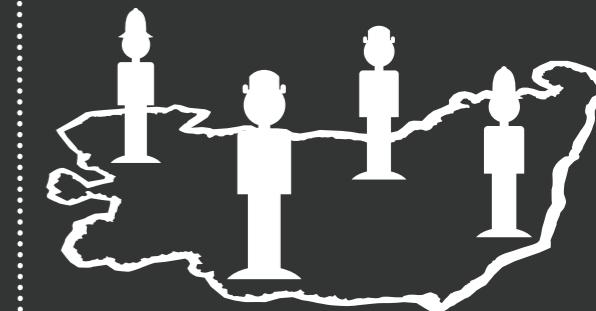


**6**  
road incidents where  
someone is killed or  
seriously injured.  
**93** breath tests will be  
carried out



**150**

incidents per officer per  
year in Suffolk, compared  
to **132** in Norfolk and **122**  
in West Midlands



**29**

square miles for every  
response officer on duty  
in Suffolk



**21**

neighbourhoods in  
Suffolk are in the **10%**  
most deprived in the  
country, with a further **52%**  
in the worst **20%**

# FORCE MANAGEMENT STATEMENT INFOGRAPHIC



## Financial uncertainty

The force continues to perform well, at a low cost when compared with other forces in England and Wales. The current situation of short-term budget settlements and ambiguity around the next comprehensive spending review leads to uncertainty and makes effective planning extremely challenging.



## Regulation, compliance and accreditation

The organisation faces increasing and significant requirements around regulation, compliance and accreditation. Much of this requires change to organisational infrastructure, where the benefits often won't be immediately apparent to the public. However, it is recognised that improving standards and compliance will help to deliver a better service to the community.

## Summary

Now in its second year, the Force Management Statement 2019 (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're responding to current and future challenges. The FMS supports strategic planning processes and identifies risk across all areas of the organisation. This document summarises the key issues we will be facing over the next few years. The force management statement is available via - [https://www.suffolk.police.uk/sites/suffolk/files/suffolk-force-management-statement-2018-3-1-50\\_0.pdf](https://www.suffolk.police.uk/sites/suffolk/files/suffolk-force-management-statement-2018-3-1-50_0.pdf)

HMICFRS suspended the requirement for an FMS in 2020 due to COVID-19 however, an interim FMS was produced to support local strategic planning. This document aimed to identify the additional challenges that COVID-19 placed on the organisation as well as update the predicted risks from FMS2019. These risks are identified on pages 18 & 19.



## High volumes of increasingly complex investigations

Suffolk Constabulary is seeing significant challenges both in terms of rising volumes of increasingly complex investigations (especially in terms of safeguarding, digital evidence and disclosure) and the shift of demand from other agencies. Suffolk Constabulary has introduced a new local policing model through its '2025' Change Team, looking at new initiatives to improve efficiency and effectiveness.



## Cumulative Change

The organisation has responded positively to the need for change over recent years, and this has been fundamental in achieving necessary savings. However, as further savings are sought in areas that have already delivered them, there are increased risks to efficiency, effectiveness and outcomes. FMS finds that the opportunity for further savings from the 'back office' is limited.



## Training, learning and development

The constabulary is planning for the introduction of the Police Education Qualifications Framework (PEQF). It recognises the benefits, as a step change in professionalisation, but the change will have major organisational impacts.



## Technology

Suffolk Constabulary continues to invest in technology to prepare for the future. This includes processes in order to achieve greater efficiencies e.g. a digital workflow solution would reduce the burden on front line officers, keeping them visible in the communities of Suffolk for longer.



## Collaboration

Suffolk Constabulary continues to build on its successful partnership with Norfolk Constabulary and is looking wider to develop partnerships with other agencies at regional / national levels. Furthermore, the Constabulary collaborates with the other six police services in the eastern region.



## Workforce

The force is seeking to build a modern, skilled workforce that is fit for the many challenges set out in FMS. There has been an investment in wellbeing services, and whilst this has meant excellent progress, there remain clear risks in some areas such as stress and a less resilient workforce, ultimately impacting on sickness and retention.



## Data quality

There remain significant issues in data quality across the organisation, and effective sharing of data between agencies, which can affect understanding of and response to current policing issues. These will need to be resolved through a combination of technological, cultural and collaborative action.



## Investigations

Suffolk Constabulary recognises it has significant challenges in terms of its standard of investigations, and has set out an action plan accordingly to resolve these, reporting to the executive-led Investigations Improvement Board (IIB). The current key challenge is a lack of investigative experience, however this will improve over time as additional training is provided.

# FORCE MANAGEMENT STATEMENT (FMS) SUMMARY

Suffolk Constabulary continues to deal with changing and increasingly complex demand in a challenging environment of growing regulatory and legislative requirements that provide no clearly visible benefit to local communities. Reducing capacity and capability amongst partner organisations and continuing financial uncertainty compounded by the United Kingdom's exit from the European Union also add to these pressures. This results in asking more of a workforce that is already at capacity, creating risks in terms of wellbeing. However, the organisation is seeking out opportunities and innovation, focusing on its greatest asset – its people - and facing the future with ambition.

The force continues to perform well, at a low cost, with the second-lowest net revenue expenditure per head of the population nationally. As such a low cost force, the financial and demand pressures facing policing today are particularly acute, as is the challenge of maintaining good performance. FMS 2019 highlights a number of key issues facing the force.

The force has a good track record for sound stewardship of taxpayer's money, albeit the current situation of short-term budget settlements only announced three months ahead of the start of the financial year, and ambiguity around the upcoming comprehensive spending review (believed to be delayed by a year, at the time of writing) leads to uncertainty and makes effective planning extremely challenging. Suffolk's change programme has saved £30m, however with the Medium Term Financial Plan (MTFP) is still showing a significant deficit and identifying further savings is becoming increasingly difficult.

The organisation faces increasing and significant requirements around regulation, compliance and accreditation. For example, cost and workload will increase with the high number of International Standards Organisation (ISO) standards that the constabulary will need to meet. Not complying with such regulations could curtail or fundamentally undermine organisational activity, and difficult decisions may be required around the level of compliance for certain areas in order to balance priorities and finances. At the same time new legislation (e.g. Data Protection Act 2018, Subject Access Requests, Civil Orders) is increasing demand significantly in some areas, at a resource cost that has to be absorbed into the current budget. The constabulary is seeking to comply with Crime Data Integrity (CDI) standards, however this comes at a significant cost. Much of this requires a change to organisational infrastructure, where the benefits often won't be immediately apparent to the public. However, it is recognised that improving standards and compliance will help to deliver a better service to the community.

Suffolk Constabulary recognises it has significant challenges in terms of its standard of investigations, and has set out an action plan accordingly to resolve these, reporting to the executive-led Investigations Improvement Board (IIB). The current key challenge is a lack of investigative experience, however this will improve over time as additional training is provided.

The constabulary is planning for the introduction of the Police Education Qualifications Framework (PEQF). It recognises the benefits, as a step-change in professionalisation, but the change will have major organisational impacts. Suffolk and Norfolk are investing significantly to increase resources within Learning and Development (L&D). PEQF will lead to extra abstractions of officers from the front line, and the above referenced financial uncertainty makes it unclear as to how this abstraction will be mitigated without reductions in service. The impact of PEQF will be felt widely through the organisation, with implications in areas such as vetting, recruitment, human resources and workplace health. Aside from the considerable and essential requirements of PEQF, L&D are under increasing pressure around professional accreditation requirements across a number of specialist roles.

Consideration will need to be given as to how police officer applications are attracted ahead of these fundamental changes to the recruitment process. Additionally, wider issues are being reported in attracting applications within the recruitment of staff and 'internal recruitment' of officers.

Whilst policing demand has always been volatile and multifaceted, Suffolk Constabulary is seeing significant challenges both in terms of rising volumes of increasingly complex investigations (especially in terms of safeguarding, digital evidence and disclosure) and the shift of demand from other agencies. Whilst understanding and responding to this change is an organisational strength, ongoing analysis of demand, public expectations and how local communities and partner agencies are changing will be required in order to develop preventative and response strategies, and maintain public confidence and victim satisfaction. In response to these challenges, Suffolk Constabulary has introduced a new local policing model through its '2025' Change Team, who are also looking at new initiatives such as an enhanced approach to Problem Oriented Policing (POP) and proactive response teams.

There is a growing demand and cost in terms of technology (e.g. keeping pace with increasingly complex digital investigations, matching advances in criminal capability, driving efficiencies and complying with greater regulatory requirements) whilst its implementation can create short term inefficiencies as the organisation adapts to change. The ICT department describes reduced capacity, (albeit key work streams are prioritised by the organisation) and pressure on capability which is linked to pay rates and training budgets. There are however many opportunities for the digitisation of processes in order to achieve greater efficiencies e.g. a digital workflow solution would reduce the burden on front line officers, keeping them visible in the communities of Suffolk for longer, so resource must be focused on maximising benefits in highest priority areas.

Linked to technology, the information that is collected, held and shared is of fundamental importance to supporting all levels of the organisation and beyond. There remain significant issues in data quality across the organisation, and effective sharing of data between agencies, which can affect understanding of and response to current policing issues. These will need to be resolved through a combination of technological, cultural and collaborative action. The organisation has responded positively to the need for change over recent years, and this has been fundamental in achieving necessary savings. However, as further savings are sought in areas that have already delivered them, there are increased risks to efficiency, effectiveness and outcomes. This is especially true where change has not been fully embedded and evaluated. The 'back office' has contracted by around 35% in recent years, creating issues in servicing demand with some moderate asset shortfalls. The organisation needs to develop its understanding of how change in one area (investment or savings) can indirectly create demand elsewhere in order to deliver transformation in the future. This FMS finds that the opportunity for further savings from the 'back office' is limited.

The right culture will be crucial in meeting the many challenges faced by the organisation. A demonstration of how the force has supported its workforce is the investment in wellbeing services, and whilst this has meant excellent progress, there remain clear risks in some areas - which can lead to stress and a less resilient workforce, ultimately impacting on sickness and retention. It will be increasingly important for the constabulary to be an attractive and supportive place to work for existing and prospective staff, in order to support retention and recruitment, and empower individuals to transform the service through challenge and innovation. The force is seeking to build a modern, skilled workforce that is fit for the many challenges set out in this report.

Suffolk Constabulary continues to build on its successful partnership with Norfolk Constabulary, to the point where joint teams are now seamlessly integrated across a wide range of functions and there is a greater financial commitment to the joint space than any one single force. Suffolk and Norfolk are recognised as working in one of the most solid and advanced collaborations in England and Wales. There are great benefits in working collaboratively with other agencies and at regional / national levels (e.g. Seven Force Collaboration and ERSOU) that can bring greater efficiency and effectiveness in managing and preventing demand. However, this brings its own challenges and demand in terms of information sharing and security and the need to accept a compromise of intention in order to build a consensus with partners.

# 2020 THEMATIC AREAS



## Staff Wellbeing

Since the start of COVID-19 there have been greater wellbeing and mental health issues amongst the workforce which has coincided with the suspension of the wellbeing masterclasses. There is the possibility that future waves will increase wellbeing issues. Op Uplift will also create demand as more staff are employed.



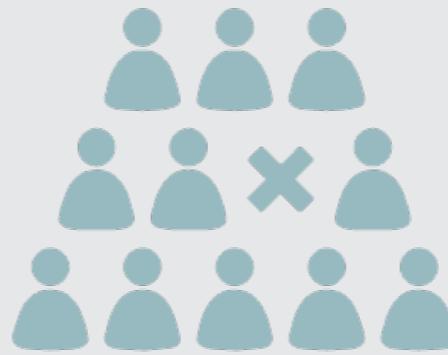
## Supply Chain

Some partners/ contractors/ suppliers have been unable to provide goods/services due to the pandemic either in the short term (not working) or long term (business collapse). It is likely that reliance on fewer providers will lead to cost issues. This links with the UK exit from the EU where it is possible that there may be difficulties with the supply of particular commodities. This could lead to pressure in the seven force procurement collaboration team.



## Remote Working & Information Security

More staff across a number of departments have been working remotely as a result of the COVID-19 pandemic. This has a number of benefits for staff and the organisation, but can also cause issues with isolation, lack of supervision/management and security risks as more technology is used away from secure premises.



## Managing Abstractions

As the organisation starts to operate as normal there will be a series of abstractions to manage, following the backlogs created. Training for staff and delayed court cases might pose a significant challenge, particularly when coupled with potential higher demand over the coming months as lockdown restrictions continue to ease and staff look to take periods of leave. The need to balance capacity/abstraction management against staff wellbeing could be challenging.



## Latent Demand

During the national lockdown it was anticipated that some crime types would increase however this was not evidenced in Suffolk. It is believed that this is due to under-reporting and this demand could manifest as increased historic reporting. This is particularly relevant to domestic abuse, child and adult safeguarding and harassment and stalking.



## Backlogs

This is a common and recurring theme across a number of departments. Some of the backlogs are directly related to the COVID-19 pandemic such as Criminal Justice (backlog of court cases), Adult and Child Safeguarding (DASH assessments), Citizens in Policing (backlog in recruitment) and procurement (difficulties in working remotely). Other backlogs are due to increasing demand such as the increasing number of police intelligence reports (PIRs) in intelligence and increased throughput in custody due to the introduction of proactive teams.

# NATIONAL & REGIONAL SUPPORT FOR SUFFOLK CONSTABULARY

Suffolk Constabulary is responsible for local policing. Additional and specialist resources can be called upon to provide additional capacity or capability at times of criticality through other law enforcement agencies or Police Services through well-established arrangements.

## NATIONAL CRIME AGENCY (NCA)



The National Crime Agency leads the UK's fight to cut serious and organised crime, protecting the public by targeting and pursuing those criminals who pose the greatest risk to the UK.

### The NCA investigate:

- Border vulnerabilities
- Bribery, corruption and sanctions evasion
- Drug Trafficking
- Cyber crime
- Child sexual abuse and exploitation
- Illegal Firearms
- Fraud Kidnap and Extortion Modern Slavery
- Money laundering and illicit finance
- Organised immigration crime

### How the NCA work

Intelligence : enhancing the picture of serious and organised crime affecting the UK  
Investigating and disrupting the highest risk serious and organised criminals  
Providing specialist capabilities for law enforcement  
Supporting victims and survivors  
More info NCA website

<https://www.nationalcrimeagency.gov.uk>

## EASTERN REGION SPECIALIST OPERATIONS UNIT (ERSOU)



Created in 2010, this unit is funded by the seven police forces that make up the eastern region, with Bedfordshire Police being the lead force. We're made up of both police officers and staff from across the region.

ERSOU has two main functions: **regional organised crime unit (ROCU)** and **counter terrorism policing (CTP)**.

### Regional organised crime unit (ROCU)

The aim of our ROCU is primarily to identify and disrupt organised criminals operating across the eastern region.

ERSOU are one of 10 ROCUs operating across England and Wales providing specialist capability to tackle the increasingly complex threat posed by organised crime.

Officers and staff in the unit tackle a range of crime – from child sexual exploitation and modern slavery to county drugs lines and cybercrime.

The unit also has an economic crime team which tackles offences such as fraud and money laundering, as well as using the latest Proceeds of Crime Act legislation to ensure crime never pays.

### Counter terrorism policing (CTP)

Our counter terrorism policing unit aims to manage the threat of terrorism across the eastern region, which is part of the counter terrorism policing national network. The unit has officers covering all four areas of the Government's CONTEST strategy – Protect, Prepare, Prevent, and Pursue.

We also have a substantial presence at the various ports across the region, including London Stansted Airport and London Luton Airport.

<https://ersourocu.org.uk>

# COLLABORATION



## Suffolk & Norfolk

Suffolk and Norfolk Constabularies began collaborating in 2008 to improve policing through:

- More effective and efficient use of resources – including police officers and staff, back office functions, buildings and vehicles
- Achieving better value for money by jointly providing services

Some of our collaborative work includes:

Protective Services, the joint Specialist Operations unit, Professional Standards, Human Resources, Finance, IT, Estates, Transport Services, Procurement and Supplies, Information Management, Strategic Business and Operational Services and Digital Communications.



## 7 Forces Strategic Collaboration Programme

Austerity has had an impact on all public services and the region's seven Chief Constables and Police and Crime Commissioners established the Seven Force Strategic Collaboration Programme to ensure all those involved could provide the most efficient and effective service as possible within finite budgets.

Their overarching aim was to deliver enhanced public service; efficiency; effectiveness; value for money and savings. The seven forces are Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.

The programme is progressing in a number of areas including ICT infrastructure and specialist capabilities.

Procurement services across the seven forces have been transformed into a single function enabling collaborative buying power to obtain better value for money from our contracts as well as enhancing interoperability and efficiencies across the police service.



## Blue Light Collaboration

Enhancing our joint working arrangements with our emergency services partners is a key aim for the force.

Suffolk Constabulary's collaboration with Suffolk Fire and Rescue Service helps meet some of the financial challenges that both services face. The shared stations have achieved reduced operating costs and improved joint working between these two key emergency services.

The two blue-light services already share eleven joint facilities in Suffolk, with stations operating in Newmarket, Saxmundham, Felixstowe, Woodbridge, Ixworth, Elmswell, Debenham, Framlingham, Clare, Beccles and Leiston. There are plans for further joint stations in Stowmarket and Ipswich Central.

## Local Policing

Local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.

## Workforce

Policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

## Specialist Capabilities

To better protect the public, we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.

# Policing Vision 2025

*Keeping the Public Safe*

## Digital Policing

Digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.

## Enabling Business Delivery

Police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

# POLICING VISION 2025 – KEEPING THE PUBLIC SAFE

Suffolk Constabulary is one of 43 territorial Police services covering England and Wales.

The National Police Chiefs Council (NPCC) and the Association of Police and Crime Commissioners (APCC) have published the Policing Vision for 2025 setting out national plans for policing. This helps shape decisions in Suffolk and all other forces around transformation and how police resources are used to keep people safe and provide an accessible, effective and value for money service that can be trusted.

This vision comes from the service itself.

The Policing Vision 2025 is based on five pillars:

- Local policing
- Specialist capabilities
- Workforce
- Digital policing
- Enabling business delivery

# OUR STRATEGIC PLAN



# 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

*Victims at the heart of all we do*

## Our priorities

### To investigate:



Serious violence



Neighbourhood crime and ASB



Drugs (County Lines),  
gangs and organised crime



Domestic abuse



Serious sexual offences and rape



Safety (Fatal Four) and  
crime on the roads

### To prevent and protect:



Vulnerable people and children



Victims

*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

ACHIEVING THE NATIONAL POLICING VISION 2025 - KEEPING THE PUBLIC SAFE

# PEOPLE

Suffolk has a diverse community and we want to ensure we keep people safe, while meeting the different needs of all communities across Suffolk.

Suffolk Constabulary workforce (Police Officers, PCOs and staff) has 2.59% BAME (Black and Minority Ethnic) representation, 4.41% BAME officers in the Special Constabulary and 0.71% BME other volunteers. We are investing resources to continue to increase BME representation and to be reflective of the communities we serve within Suffolk.

## Police Officers

As at 1st November 2020 Suffolk Constabulary had 1209.2 FTE (full time equivalent) police officers.

The number of officers will continue to increase over the coming years in line with the national Operation Uplift plans announced by the government in 2019, further information is available on the home office website.

## Police Community Support Officers (PCSOs)

As at 1st November 2020 Suffolk Constabulary had 45 PCSOs. The PCSO, breakdown is as follows:

- (1) 33 PCSOs – This includes 3 Schools Liaison PCSOs: one based in each of the three areas, i.e. East, West and South Suffolk.
- (2) 12 match/fully-funded posts. This relates to funding arrangements with existing sponsors.

## Police staff

As at 1st November 2020 we had 893.6 FTE police staff.

## Special Constabulary

The Suffolk Special Constabulary current establishment is 120 officers who have collectively completed 44,021 hours in the 12 months leading up to 1st November 2020. Special Constables are volunteers who come from all walks of life to reflect the diverse culture of the county of Suffolk. They work alongside regular police officers, providing extra resilience, particularly during periods of peak demand. They have full police powers and play an integral role with the organisation. The Special Constabulary has its own rank structure, from Special Chief Officer down to Special Constable. All Special Constables are required to complete a minimum of 16 duty hours per month.

## Police Support Volunteers (PSV)

Police Support Volunteers bring flexibility, diversity and improve community links. PSV's enhance and support the organisation by covering a wide variety of roles such as CCTV operators, drivers, role players (involved with officer training), Human Resource (HR) support, force chaplains, volunteers on horseback plus many more. PSV Volunteers are welcomed from a wide variety of backgrounds with various skills and experience. Our aim is to recruit PSV's into all aspects of our service. The five principles of the PSV scheme in Suffolk are:

- Releasing Police Officer time;
- Improving links with the Community;
- Increasing public confidence;
- Delivering a customer focussed service;
- Providing a service we do not provide at present.

As of 1st November 2020 Suffolk Constabulary currently had 168 PSV's who have completed 6,319 hours in the last 12 months. The Police Support Volunteer Scheme is managed alongside the Special Constabulary and the Police Volunteers Cadet Scheme managed by the Specials and Volunteers and Cadets Manager. We are closely examining the content of the new Police and Crime Bill which, amongst other things, includes proposals to enhance powers for volunteers and police staff.

## Community Speedwatch

Community Speedwatch is managed by the Engagement & Crime Reduction Manager, but coordinated and run by Police Support Volunteers. There are around 600 people registered with the scheme. They are teams of local residents who monitor speeding in and around their villages.

## Volunteer Cadet Scheme

Volunteer Police Cadets (VPC) / Emergency Services Cadets (ESC) promote a practical understanding of policing and fire fighting amongst all young people by encouraging a spirit of adventure and good citizenship.

The Cadet Scheme supports local policing and fire priorities through volunteering and give young people a chance to be heard, it inspires young people to participate positively in their communities. In order to further enhance the understanding of the purpose behind the initiative, a mission statement is provided which succinctly sums up the Constabulary's and Fire Service's rationale for implementing an Emergency Services Cadet Scheme, this is: 'To reduce youth vulnerability to crime and social exclusion through enhancing young people's ability to contribute and achieve.'

## Volunteer Groups

Suffolk Constabulary has close links to many other voluntary groups throughout the county including the Neighbourhood Watch scheme (NHW), which has been extended to include initiatives such as Rural Watch, Business Watch, Horse Watch and Marine Watch. The NHW brings people together to work alongside the police in making local communities more safe and secure. Run by the community, these groups of committed volunteers are supported by an Engagements & Reduction Sergeant who provides support, help and guidance to existing schemes and in setting up new schemes.

The main aims of the NHW include prevention and reduction of crime, helping to provide reassurance to communities, providing appropriate and up-to-date crime reduction advice and to act as a channel of communication between the police and the community and vice-versa. In addition, the Constabulary supports members of the public who have formed Community Speedwatch Schemes across the county supported with funding from the PCC. These schemes work with their local Safer Neighbourhood Teams to conduct community traffic speed checks and whilst there is no legal enforcement, any driver observed speeding is sent a warning letter highlighting the danger of actions.

# FINANCE

## Budget 2020/21

In 2020/21, Suffolk Constabulary has a revenue budget of £143m for policing and crime reduction which reflects the following:

- Provision for increases in pay and prices of £3m; and budget pressures of £8.4m.
- A net increase in revenue costs of £1.1m to support capital investment.
- Budget savings of £1.3m in 2020/21.
- Capital investment in buildings, vehicles and new technology of £7.5m.
- An increase of £9.99 in the Council Tax Precept in 2020/21 to raise an additional £2.5m of income.

By the end of 2020/21, Suffolk will have made £33.2m of cuts and efficiencies to manage the reductions imposed by the government over that period. Over the remaining period of the current Medium Term Financial Plan (2020/21 – 2023/24) it is expected to have to make an additional £4m in savings and efficiencies. Constabulary savings and efficiencies have been implemented that reduce duplication, reduce staff numbers and are re-locating police officers from old unfit police stations to new police stations shared with other emergency and public services. Every penny saved has been reinvested into Suffolk Constabulary.

The cost of policing per person per day in Suffolk is 48 pence, compared to the national average for England and Wales of 51 pence per day and HMICFRS has judged Suffolk Constabulary good in the efficiency with which it keeps people safe and reduces crime. The current reserves policy is to maintain general balances close to an operational guideline level of 3.0% of the net annual revenue budget.

The strategy for earmarked reserves is to keep these for specific purposes, and at an appropriate level that ensures taxpayer's money is being used as efficiently as possible. The strategy is to contribute to the Capital Financing Reserve to keep this at an appropriate level through the plan.

The Home Office has delayed implementing its proposed new funding formula. There is no change anticipated to the formula used to distribute core grant funding until 2021/22 at the earliest.

The government's Spending Round in September 2019 was a one-year funding allocation. This saw a 6.3% real terms increase in Home Office spending for 2020/21 and £750m for Operation Uplift - the government's commitment to the recruitment of an additional 20,000 police officers - and the recruitment of 6,000 officers by March 2021. Suffolk was allocated 54 officers in this first wave of officer increases.

## Statement of Accounts 2019/20

The Statements of Account present the Commissioner's and Group's (including the Chief Constable) financial performance for the year ended 31 March 2020. It is the overall financial position at the end of that period and the cost of services provided.



The Statements of Account are statutory documents produced annually. They provide information about the Police and Crime Commissioner and the Chief Constable's financial performance and financial position. They provide an insight into the activities of the Commissioner and Chief Constable during the year. The forewords and financial summaries provide an overview of the accounting arrangements and a guide to the most significant matters in the financial statements.

The Statements and the Independent Auditors Reports to the Police and Crime Commissioner are available on the Suffolk PCC website.

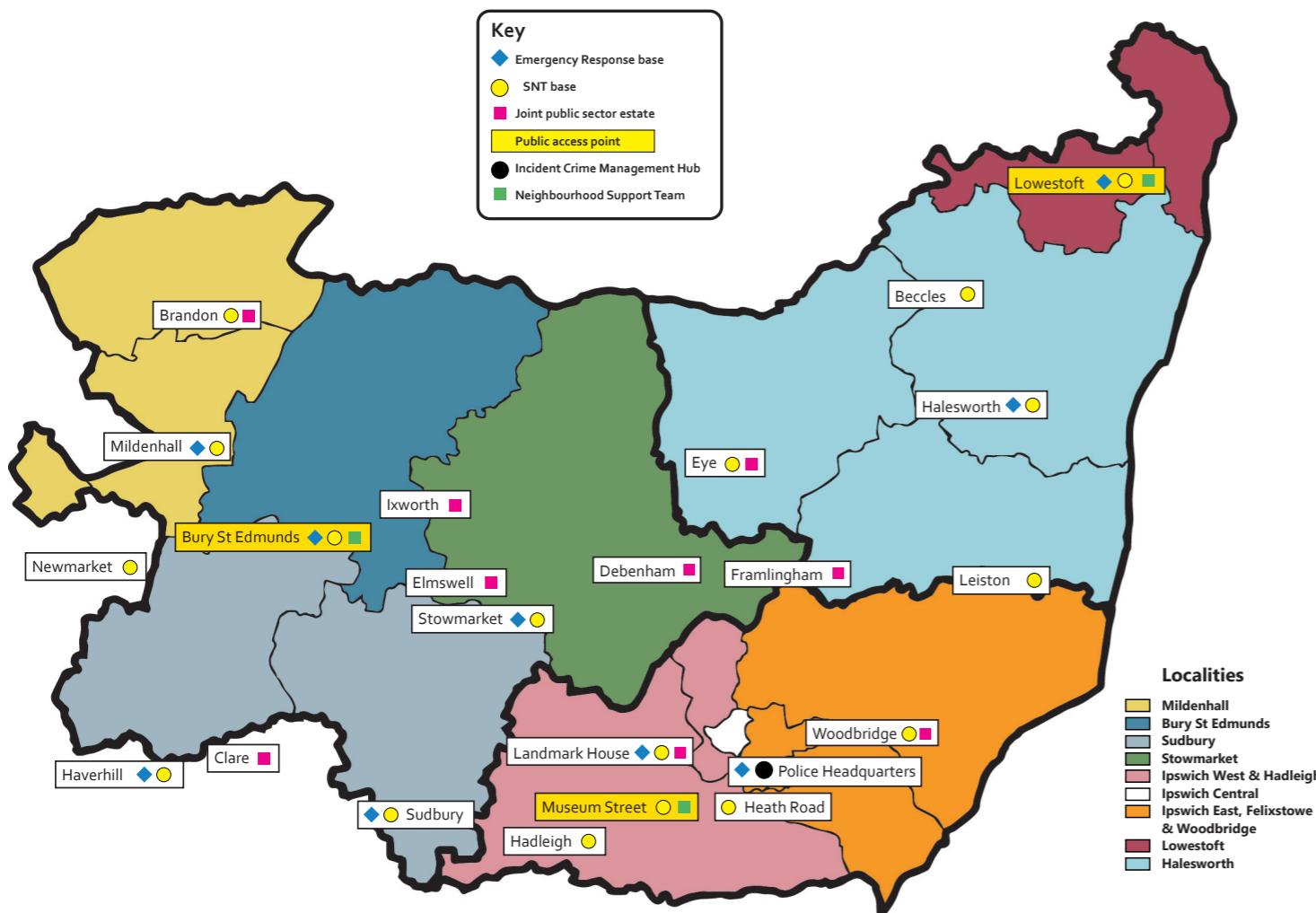
## Medium Term Financial Plan 2020/21 to 2023/24

The Medium Term Financial Plan sets out key financial issues over the period 2020/21 to 2023/24, and provides options for delivering a sustainable budget and capital programme over the medium term, including resources for the Chief Constable to deliver the priorities in the Police and Crime Plan. A copy of the MTFP is available on the Suffolk PCC website.

## Joint Audit Committee

The Joint Audit Committee considers the internal and external audit reports of both the Commissioner and the Chief Constable and advises them both according to good governance principles and appropriate risk management frameworks, the internal control environment, and financial reporting, thereby helping to ensure efficient and effective assurance arrangements are in place.

# COUNTY POLICING MAP



## COUNTY POLICING COMMAND (CPC)

CPC refers to the Suffolk Constabulary uniformed policing response to local neighbourhood and community policing. Addressing the issues and concerns of the local communities through a multi-agency problem solving approach is at the heart of our values, in keeping our communities safe.

The CPC structure is lead through a single command by the County Policing Commander, holding the rank of Chief Superintendent.

The Command is broken down into three geographical areas:

East, comprising of key towns including Lowestoft and Halesworth;

South comprising of key towns including, Ipswich, Felixstowe and Hadleigh;

West comprising of key towns including, Bury St Edmunds, Haverhill, Newmarket and Sudbury.

Each of these areas is led by a Superintendent who is responsible for the Neighbourhood Response Teams (NRT), Neighbourhood Partnership Teams (NPT) and Safer Neighbourhood Teams (SNT), incorporating the community engagement officers and Police Community Support Officers.

These areas are then further broken down into nine localities.

The NRTs provide the primary response capability for the Constabulary to most calls for assistance from members of the public. They are directed and controlled by the Contact and Control Room (CCR).

The County has 18 SNTs each of whom provide a dedicated community policing teams, focusing on crime reduction and investigation, problem solving and safeguarding the vulnerable in our communities. The teams work in partnership with our partner agencies to coordinate and focus our response and reduce demand.

The Command also holds responsibilities for a variety of additional teams, activities and engagement opportunities, many of which sit within our NPTs for example, the Suffolk Constabulary Rural Crime Team; design out crime officers; youth offending team and schools liaison. Key areas of work with dedicated staff also focus on business crime; alcohol and licensing; youth gang prevention work; stop and search and citizens in policing- to name but a few. Each of these areas of responsibility have key leads working with partner agencies to make a difference and improve the lives of persons and communities affected by these issues.

- 3 Three area-based commands, each led by a Superintendent.
- 3 Three Neighbourhood Partnership Teams, delivering neighbourhood policing priorities, engaging with local collaborative partnerships and working with SNT to support delivery of local priorities.
- 9 Nine policing 'localities', each led by an Inspector, working with a 'One Team' ethos, combining response services, investigations, Safer Neighbourhood Teams, volunteers and the Special Constabulary.
- 18 Eighteen Safer Neighbourhood Teams working with partners and communities to reduce demand and tackle anti-social behaviour and crime, based on threat, harm, risk and vulnerability.

# CRIME, SAFEGUARDING AND INCIDENT MANAGEMENT

The Crime, Safeguarding and Incident Management Command was reconfigured in 2018 and provides specialist functions to deal with the complex requirements of modern-day policing. The command holds strategic responsibility for key themes and consists of three core delivery areas within a local policing context:

## Serious & Complex Investigations:

This area of the command is geographically spread within the strategic policing commands and is responsible for delivery of all serious and complex investigations held within local policing. It is made up of the following Teams with the described responsibilities:

- **Criminal Investigations Department (CID)** – Reactive investigations relating to serious violence and serious acquisitive crime.
- **Safeguarding Investigation Units (SIU)** – Reactive investigations relating to vulnerable adult abuse/ serious sexual offences and multi-agency child protection.

## Demand Reduction:

This area of the command is responsible for achieving crime and incident demand reduction through the early intervention/ disruption of offenders through proactive targeting and policing activity. It is made up of the following teams with the described responsibilities:

- **Op Sentinel & Scorpion Teams** – Proactive disruption and enforcement activities against priority individuals utilising technology and policing powers to maximise impact and effectively action intelligence.
- **Serious Crime Disruption Team (SCDT)** – Proactive investigations of serious and organised criminals that have the greatest impact on the local policing communities.
- **Internet Child Abuse Investigation Team (ICAIT)** – Proactive investigation of national agency referrals relating to internet-based abuse against children.
- **Public Protection Unit (PPU)** – Partnership management of Registered Sex Offenders (RSO) and high-level violent offenders in community settings to encourage rehabilitation or early detection of further offending.
- **Integrated Offender Management (IOM)** – Partnership management of chaotic, high volume offenders to encourage rehabilitation in the community or enforcement where offending patterns continue.

## Workflow Management:

This area of the command is responsible for the vast majority of public and multi-agency contact that leads to police deployment. The largest demand drivers are managed centrally but with force wide responsibility for the area of business:

- **Command and Control Room (CCR)** – Call answering, handling and despatch in relation to all public contact with the organisation.
- **Multi Agency Safeguarding Hub (MASH)** – Enhanced information sharing hub with co-located key partners to ensure the early triage and case conferencing with regard to the safeguarding of vulnerable adults and children across Suffolk.

- **Crime Coordination Centre (CCC)** – Crime recording and desk-based investigation of volume and priority crime types including 'Action Fraud' referrals. The hub is responsible for in excess of 35,000 incidents and processes in excess of 80% of investigative demand.
- **Domestic Abuse Team (DAT)** – Provides safeguarding support to domestic abuse investigations and secondary risk assessments in relation to victims. Ensures close liaison with Independent Domestic Violence Advocate (IDVA) scheme and police engagement with the Multi Agency Risk Assessment Conference (MARAC).
- **Sexual Assault Referral Centre (SARC)** – Provides support to victims and evidence gathering to investigations of sexual offences. Delivers the Independent Sexual Violence Advocate (ISVA) scheme.



# JOINT PROTECTIVE SERVICES COMMAND

Each of the five Directorates within the Joint Protective Services Command are collaborated with Norfolk Constabulary. The Command is led by a Chief Superintendent with oversight by an Assistant Chief Constable. The collaboration of Protective Services has provided considerable benefits, including efficiency savings, re-investment in Forensic Services, Cyber & Serious Crime and Intelligence, improved resilience and greater capability and capacity. The Command provides specialist support and expertise in both criminal investigation and policing operations.

The command comprises the following Directorates:

## **Major Investigation Team (MIT)**

The MIT has responsibility for investigating:

- Homicide, manslaughter and suspicious deaths;
- Rape offences of a complex nature or where the perpetrator is not readily identifiable;
- Kidnap, abduction and extortion;
- Work related and healthcare setting deaths;
- Major crime reviews.

## **Forensic Services**

The Forensic Directorate provides investigative expertise across a diverse range of scientific and technical disciplines; providing specialist support in crime scene management, forensic recovery and examination to aid criminal investigations. The main functions are:

- Scenes of crime investigation and interpretation;
- Recovery and recording of physical evidence;
- Photography and imaging;
- Fingerprint Bureau and Development Lab;
- Forensic Support (Intelligence/Submissions/DNA).

## **Specialist Operations**

Specialist Operations provide officers with the necessary skills and expertise to deal with complex operational situations, to plan and prepare for such events, and to provide specialist support to local policing.

The main functions are:

- Roads policing, roads safety and collision investigation;
- Firearms operations and training;
- Firearms Licensing;
- Police dogs;
- Operations, Events and Emergency Planning;
- Specialist search;
- Public order;

- Chemical, Biological, Radiological and Nuclear (CBRN) response;
- Specialist incident command and control;
- Hostage and Crisis Negotiation.

## **Intelligence**

The Intelligence Directorates gather, process, assess and analyse information to enable the constabularies to reduce and manage risk and harm. The main functions are:

- Compliance and Authorities Bureau;
- Area Intelligence Units;
- Intelligence Bureau;
- Briefing and Tasking Teams;
- Serious Crime Intelligence Teams;
- Intelligence support to Crime in Action.

## **Cyber and Serious Crime**

The Directorate has three main functions:

- Surveillance and Investigation Team;
- Technical Support Unit;
- Cyber Crime Unit.

The Surveillance and Investigation Team targets organised crime groups through a range of conventional and technical tactics. The Technical Support Unit assists this process as it provides the equipment necessary to gather evidence required to prosecute.

The Cyber Crime Team deals with the growing threat from cybercrime and cyber enabled crime.



# JOINT JUSTICE COMMAND

The Joint Justice Command (JJC) comprises Criminal Justice Services (CJS), custody and the Custody Investigation Unit (CIU) for Norfolk and Suffolk aligned under one collaborated structure.

The Custody and CIU teams operate at the six Police Investigation Centres (PICs) which have been established across Norfolk and Suffolk under a PFI funding arrangement and provide excellent modern detention and investigation facilities

## Criminal Justice Services (CJS)

Working with the Crown Prosecution Service (CPS), Her Majesty's Courts and Tribunal Service (HMCTS) and other key partners across the two counties, the CJS team ensures the continued delivery of justice outcomes that are valued by victims of crime and provide protection and reassurance to our communities.

The CJS team supports the delivery of frontline policing services by providing support to officers under two areas of business – justice outcomes relating to crime (and disorder) and road safety. The team is responsible for managing the Safety Camera Teams for both counties on the basis of a self-funding model.

## Custody Investigation Unit (CIU)

The CIU is a collaborative unit which provides an investigative capacity at each of the six Police Investigation Centres (PICs), dealing with detainees arrested by local police officers. The CIU aims to achieve a high standard of investigation and file build across both counties, especially dealing with volume crime. The CIU has become particularly skilled at dealing with cases of domestic abuse.

## Custody

The Custody Team operates high quality detention facilities at each of the six PICs in excellent purpose built accommodation. The standard of service provided at the PIC's was rated highly by Her Majesty's Inspectorate of Constabulary.

## Governance and accountability

Local Criminal Justice Board

The Norfolk and Suffolk Criminal Justice Board works to improve the criminal justice system (CJS) across Norfolk and Suffolk bringing key organisations ( including Norfolk and Suffolk Constabularies and Norfolk and Suffolk Police and Crime Commissioners ) together in partnership in a meaningful way and co-ordinate their activities to deliver an effective and efficient criminal justice system.

<https://norfolksuffolkcriminaljusticeboard.wordpress.com>



# JOINT ICT DEPARTMENT



The Joint ICT Department acts as a single function servicing the needs of both Suffolk and Norfolk Constabularies, with 104 FTE and a revenue budget of c£16m. ICT follows the ITIL (Information Technology Infrastructure Library) industry standard to manage its business and service delivery. ICT support approximately 6000 users across 90 sites including the provision and support of the critical technology for the two Contact and Control Rooms.

ICT staff are mainly based at the primary Data Centre site in Wymondham with van-based field support engineers covering the total geography of the two counties. There are also two customer contact centres and the central offices separately at Suffolk HQ and Norfolk HQ. ICT provide a 24/7 service to support policing activities. ICT also provide full resilience and Disaster Recovery to all mission critical policing services.

ICT form part of the 7 Force (Suffolk, Norfolk, Bedfordshire, Hertfordshire, Cambridgeshire, Essex and Kent) collaboration and work is ongoing at this time to explore the governance and construct of a single 7 Force ICT Department. This work seeks to drive the delivery of the enabling technologies to support 7 Force collaboration, which in turn will drive savings to support all seven policing organisations.

The Joint ICT team covers all aspects of ICT with four clear functional areas:

## Operations

The Operations team is responsible for providing the following services, Service Desk, Customer Contact Facilities and the van-based Field Support function. Included within this function is the supply and management of all Desktop, Laptop and Tablet computers, support of the overt and covert Airwave radio system, all mobile telephony and support for Body Worn Video devices.

## Infrastructure

The infrastructure team covers the following disciplines: Network, Servers and Storage, Database Management and Applications Support. All ICT infrastructure is shared across the two counties to ensure the efficient and cost-effective provision of ICT services. This also means that most applications are delivered in a consolidated and rationalised way to manage down licence and support costs.

## Programme and Planning

The Programme and Planning Team manages the internal ICT projects such as the 5-year rolling tech refresh programme, alongside ICT resource for local corporate change projects. This team also plans and manages the resourcing of all regional (7 force) and national ICT projects and programmes. This team also manages ICT contracts, change and continuous improvement initiatives.

## Digital

The digital team is responsible for the delivery of new technologies such as Body Worn Video, Mobile Devices and App development. This team is made up of Business Analysts, Digital Transformation Managers and Programmers. This team are responsible for the delivery of the Suffolk and Norfolk Digital Strategy which seeks to deliver the Policing Vision 2025.

# JOINT ESTATES & FACILITIES DEPARTMENT

## Estates and Facilities Department

The Estates and Facilities Department works jointly across Suffolk and Norfolk to deliver the estates strategy, undertake capital building projects, building maintenance, facilities management, print services and Private Finance Initiative (PFI) contract management services.

## Estates Governance

Property is vested in 'The Police and Crime Commissioner for Suffolk.'

Estates day to day governance is overseen by the Constabulary under the joint 'Estates Management Group' and delivery is managed by the Joint Head of Estates. To make decisions on future estate matters the PCC holds a periodic 'PCC Estates Board' supported by the PCC's Chief Executive and attended by chief officers and senior managers.

## What do we occupy?

- Police headquarters: Martlesham Police Headquarters.
- County Command: 26 Police Stations and 1 other premise.
- Protective Services: 11 Offices and other operational premises.
- Criminal Justice: 2 Police Investigation Centres.
- Corporate Property: 5 premises, car parks, land held in advance and surplus / let assets.
- Communications masts: 5 Masts.

Total Number of Sites = 51 Total Area = 44,240 sqm.

## What is it worth?

- The asset valuation or book value of the estate for accounting purposes totals circa: = £45m.
- The estate current total insurance valuation is circa: = £117m.
- Asset and insurance valuations are completed for each property over a 5 year cycle.
- The estate generates a rental income from tenants totalling circa: = £79K per annum.

## What does it Cost to run?

- The Estates and Facilities revenue budget for 2020/2021 is £5m.
- The PFI Police Investigation Centre cost (service charge) for 2020/2021 is £4m.

## Estates, Carbon and Biodiversity Strategy

In 2011 we modernised our custody provision and provided new joint Police Investigation Centres across Suffolk and Norfolk.

The Suffolk based Police Investigation Centres are located at Bury St Edmunds and Martlesham Police Headquarters.

*"The standard of the custody estate in Norfolk and Suffolk was very good – cells and communal areas were clean and well maintained and there were no identified potential ligature points or graffiti."*

(Source: HM Inspectorate of Prisons and HM Inspectorate of Constabulary and Fire and Rescue Services – Report on an unannounced inspection to police custody suites in Norfolk and Suffolk – May 2018).

In 2011 we jointly purchased and re-developed Landmark House in Ipswich with Suffolk County Council.

This enabled us to release the former Ipswich town centre police station and release and co-locate a number of other sites around Ipswich.

The current estates strategy has been for the period 2016 to 2020. During this period, we have continued to modernise our estate via collaborative projects with bluelight and / or one public estate partners and sought external funding support where applicable.

We have an excellent track record of premises sharing with the Suffolk Fire and Rescue Service in Beccles, Clare, Debenham, Elmswell, Felixstowe, Framlingham, Ixworth, Leiston, Newmarket, Saxmundham and Woodbridge.

We plan to share further premises with the Suffolk Fire and Rescue Services in Ipswich Town Centre and Stowmarket.

A new 'draft' estates, carbon and biodiversity strategy is to be written for the period 2021 to 2025. The additional key issues for this review are likely to be:

- The future of our headquarters site and functions thereon.
- Improving our Learning and Development accommodation.
- Providing accommodation to enable staff to work in a more agile and flexible manner in accordance with our Digital Strategy.
- Further measures to reduce carbon emissions and protect and promote wildlife on our sites.

To help reduce our premises environmental impact, we have provided renewables such as solar photovoltaics and reduced energy consumption via promoting energy saving use and the installation of energy efficient equipment; EG: Efficient boilers and controls / LED light bulbs and improved insulation to our premises.

## Building Maintenance

The Estates and Facilities Department plays an important role to ensure our premises are safe. We manage building risks such as asbestos, legionella, building fire safety and mechanical and electrical safety. The direct practical delivery of all Estates and Facilities works and services are all outsourced. A number of key contractors provide Estates and Facilities services at all times.

## PFI Projects

The Estates Department manages two PFI contracts. The Wymondham Operations and Communications Centre providing the headquarters functions for Norfolk hosts some Suffolk Joint Units and services are delivered by Interserve Integrated Services. The second relates to our Police Investigation Centres providing our custody functions and services are delivered by Tascor.

## Print Services

Based at Martlesham PHQ - we provide a secure print service to provide operational forms and documents and supporting marketing / promotional materials as required.

# PARTNERSHIPS

## Strategic Partnership Working in Suffolk

The Constabulary is at the heart of a number of strategic and operational partnerships operating across the county. As a county Suffolk has a positive and inclusive operating environment for strategic working and the Constabulary play an important part in shaping and influencing the direction of a number of areas of work whilst making effective contributions across a wide range of boards and meetings.

There is a strong emphasis on partnership engagement and working together to address those issues that impact on our communities, this is true at a district and county level. The Constabulary representation at each meeting is appropriate to the nature of the issues being managed.

This section provides an overview of **some** of the key partnership arrangements.

### Leadership Partnerships

#### **Suffolk Health and Wellbeing Board (HWBB)**

The Suffolk Health and Wellbeing Board was established in accordance with the Health and Social Care Act 2012. The Board has a duty to "encourage integrated working" between health care, police and other public services in order to improve wellbeing outcomes for Suffolk. It is responsible for delivery of the Joint Strategic Needs Assessment, last refreshed in 2019, and the county's Joint Health and Wellbeing Strategy. The PCC is a representative on the Health and Wellbeing Board for Suffolk together with the Chief Constable. The Board meets bi-monthly and its minutes are published on its website.

The vision of the Health and Wellbeing Board is that people in Suffolk live healthier, happy lives and where the differences in healthy life expectancy between different communities is narrowed.

#### **Suffolk Safeguarding Partnership (SSP)**

The Suffolk Safeguarding Partnership replaces the Local Safeguarding Childrens Board (LSCB) as a result of the recommendations made in the Wood Review and 'Working Together to Safeguard Children 2018'. Governance responsibility is shared equally between the Police, NHS and Local Authority. The Board has an Independent chair shared with the Safeguarding Adult Board. There are a number of sub-groups that sit beneath this board and an Executive Group that provide focus and overall governance. Subgroups include Child Death Overview Panel, Child Sexual Exploitation and Learning and Improvement. The SSP is made up of partners and stakeholders from a range of agencies that commit to the work of the panel and bring a range of knowledge, experience and expertise under the leadership of an Independent Chair.

The aim of the SSB is to ensure that partner organisations are aware of safeguarding arrangements. It is also important that members of the local community have increased understanding of the work that is being carried out to help keep children safe in Suffolk. The Detective Chief Superintendent for Crime, Safeguarding and Investigation Management

(CSIM) represents the Constabulary at the Executive level. Appropriate senior managers attend the other sub-groups. This is the same for the Safeguarding Adult Board below.

**The Suffolk Safeguarding Adults Board (SAB)** also comes under the umbrella of the SSP. This multi-agency partnership promotes the development of adult safeguarding work throughout Suffolk. This again exists on a statutory footing. The Board consists of senior officers nominated by each of the main agencies who will be responsible for developing and maintaining strong and effective inter-agency protocols to safeguard vulnerable adults from abuse. In addition, members have sufficient delegated authority to effectively represent their agency and to make decisions on their agency's behalf. As with the SSP (above) there are a number of sub-groups that report to the full board. Again, there is an independent chair.

### Strategic System Partnerships

**Safer and Stronger Communities Group (SSCG)** This strategic board works in effect as a county level Community Safety Partnership (CSP). Senior representatives, including elected members, from partner agencies agree and seek to address the highest harm issues facing the county e.g. Cyber Crime and Sexual Exploitation. The Assistant Chief Constable Local Policing represents the Constabulary on this group.

This group seeks to developing a county wide overview whilst avoiding additional bureaucracy by working primarily through local structures such as existing Community Safety Partnerships, using county wide resource to support the work programmes. A range of Operational level group across the county support and take forward activity linked to the priorities overseen by the SSCG.

The SSCG focuses on those areas that present the greatest threat, harm and risk to achieving safer and stronger communities in Suffolk and at the same time reduce the vulnerability of communities at risk. The statutory duty for Community Safety remains with the individual Community Safety Partnerships. The SSCG reports in to the Suffolk Public Sectors Leadership group and Health and Wellbeing Board.

### Tactical and Operational Partnerships

There are a number of operational groups operating at a county level providing focus on specific issues. These form a bridge between the activities of the CSPs and the Safer and Stronger Communities group. These operational groups report to the SSCG. They provide the operational delivery of strategies and strategic action plans. The ensure an agile response to high harm issues. The groups include:

#### **Urban Street Gangs and County Lines**

There is both an operational steering group focussed on this issue. As with many counties and forces Suffolk has faced an increase in activity linked both to gangs and from County Lines. This strategic board targets the harm from drugs, violence and exploitation that results from this criminality and focusses on intervention and preventative approaches. The board provides governance and oversight of tactical action plans delivered by the CSPs. It has its own strategic action plan.

#### **Violence and Against Women and Girls Group**

This group focusses on the crimes that cause harm to women and girls, sexual offences, domestic abuse and exploitation.

# PARTNERSHIPS (cont'd)

## **Suffolk Hate Crime Forum**

This forum focuses on the extent of hate crime across the county and the issues of under-reporting, confidence in the police and other agencies and the appropriateness of the multi-agency response.

## **Local Partnerships**

### **Suffolk's Community Safety Partnerships (CSP)**

In 1998 the Crime and Disorder Act provided the framework for a radical new empowerment of local people in the fight against crime and disorder and ASB. It gave local authorities, the police and other key partners' specific new responsibilities for the prevention of crime and disorder in their area. Community Safety Partnerships were borne out of this legalisation and provide local ownership and delivery of local issues. In Suffolk there are three CSPs, West, East and Ipswich. The CSPs are chaired by elected members. There are a range of statutory and non-stautotory members who attend and there is local difference in membership commensurate with local need. Area Superintendents represent the Constabulary on these partnerships.

PCCs are not a "responsible authority" on CSPs, but there is a reciprocal duty for PCCs and responsible authorities to cooperate with each other and to have regard for each other's priorities for the purposes of reducing crime and disorder. PCCs also have the power to call responsible authorities together to discuss issues affecting the whole police area.

## **Other Significant Partnership Structures**

### **Multi-Agency Risk Assessment Conference (MARAC)**

These occur monthly in each of the three areas. Any agency can refer high risk domestic abuse cases into MARAC. Representatives from partner (statutory and voluntary) agencies attend having researched the cases on their systems. Information relating to risk is shared and actions assigned. The meetings are chaired by representative from a number of agencies who have been given training to undertake this role. PVP Detective Inspectors. The Constabulary plays a critical role in both the administration and delivery of MARAC.

### **Multi-Agency Safeguarding Hub (MASH)**

Suffolk Constabulary is an integral partner in the county Multi-Agency Safeguarding Hub (MASH). The MASH has been developed as a result of learning from previous experiences, especially from lessons highlighted by reviews of serious safeguarding incidents across the country. The MASH model allows agencies to dynamically share and discuss information, and work together to safeguard vulnerable adults and children. The MASH is made up of a range of organisations in Suffolk who are responsible for safeguarding adults and children including Suffolk County Council, Suffolk Police; NHS, District and Borough Council Housing Services, Probation and the Youth Offending Service. The MASH is located at Landmark House in Ipswich and is joint funded by agencies.



### **Multi-Agency Public Protection Arrangements (MAPPA)**

These are multi-agency meetings, chaired by a dedicated MAPPA manager, that discuss and manage Registered Sex Offenders and other dangerous offenders. Offenders are assigned risk levels (1 is lowest and 3 highest). MAPPA Level 3 meetings are attended by the PVP Detective Superintendent. These are held regularly, frequency of meetings for individuals is based on risk. The Constabulary Public Protection Team attend all of these meetings. A Strategic MAPPOA Board (SMB) provides governance to the county MAPPA response. The Assistant Chief Constable for Local Policing chairs the SMB.

### **Integrated Offender Management (IOM)**

The IOM aims to reduce re-offending. The scheme is a managed, multi-agency approach to tackle offending behaviour. It is estimated that approximately 2% of the active offender population is responsible for half of all crime. The IOM is a joint Norfolk and Suffolk police process but with activity delivered locally. This IOM is managed by a Detective Inspector on behalf of both forces. The IOM manages an identified group of offenders looking at those young offenders who are on the cusp of becoming prolific offenders and seeking ways to divert them. Support is provided to those offenders who are actively looking to change their offending lifestyle with help for substance misuse problems, housing, debt management and targeting those offenders who are causing the main problems in our communities. A strategic IOM board oversees the delivery of IOM across both counties. The Assistant Chief Constable Local Policing represent the Constabulary at the strategic level.

# PERFORMANCE

## Strategic Business and Operational Services (SBOS)

SBOS is a joint department supporting both Norfolk and Suffolk Constabularies with a presence in each Force. Its purpose is to provide objective, evidence-based products, services, processes and insight to inform and add value to the organisations' understanding, direction setting and decision making at both a tactical and strategic level.

The department is split into three units: The Programme Management Office (PMO), Operational Services and Strategic Services.

**The PMO** aims to ensure the effective delivery of corporate services that are aligned with the constabularies' strategic priorities, demands and risk. It is a small team of around 7 full time equivalents (FTE) split into functions that lead on risk & compliance, programme assurance, programme planning, policy and benefits management.

Functions undertaken by the PMO support the effective delivery of corporate services and ensures:

- a well-informed programme is developed, agreed, prioritised, phased and communicated, paying due consideration to the national, regional and local landscape;
- projects are delivered and changes tracked in accordance with their defined and agreed project plan;
- organisational risks are identified and mitigated/managed;
- benefits (cashable and non-cashable) and outcomes are monitored;
- meaningful and evidence-based policy and procedures are developed, reviewed and communicated;
- the legal basis for collaboration and change is in place; and
- effective corporate governance structures and mechanisms are in place (e.g. Joint Chief Officer Team, Strategic Planning & Monitoring, Organisational Board).

**Operational Services** aims to drive highly effective and efficient operational decision making through robust and insightful research, analysis and accountability mechanisms. Operational Services consists of 44 FTE split in to three teams: Crime Registry & Audit Team, Operational Analysis & Research Team and the Performance Analysis and Research Team.

The Crime Registry & Audit Team are led by an accredited Force Crime Registrar. The team undertake quality assurance audit work to ensure the integrity of crime and incident data and compliance with both the National Crime Recording Standards and the National Standards for Incident Recording.

The Operational Analysis & Research (OART) undertakes research and analysis to support the operational, intelligence and investigative processes. Work includes:

- supporting the organisations' tactical tasking processes;
- proactive analysis and research to aid threat, harm, risk and vulnerability assessment;
- analytical support to prevention and enforcement activity;
- investigative and evidential research and analysis; and
- collating, evaluating and analysing internal and external information sources, including digital and communications data.

The Performance Analysis & Research Team leads on the development of the organisations approach to measuring, monitoring and reporting on performance across all areas of

business including partnership data, and in line with Home Office priorities. They work closely with internal and external stakeholders and data groups to ensure statutory requirements are understood and met, including:

- Freedom of Information requests;
- HMICFRS data requests; and
- Home Office returns (including Annual Data Returns).

**Strategic Services** aims to provide objective, evidence based insight supporting both operational and organisational strategic decision making, whilst delivering a corporate change and project management service. Strategic Services consists of 32 FTE split in to three teams: Projects and Improvement, the Strategic Analysis Team and the Data Insight Team.

The Projects and Improvement Team support the effective scoping, delivery and embedding of change and improvement activity for corporate initiatives or work in the joint space. This is delivered through robust project management and business analysis and includes the Joint Operational Improvement Team (JOIT) that supports Protective Services and Joint Justice Command change programmes. In addition, the team leads on the organisations approach to evidence based policing practice, undertaking evaluations and evidence-based problem solving activity. The team consists of project managers, business analysts and improvement & evaluation officers.

The Strategic Analysis Team (SAT) supports effective business planning mechanisms and the constabulary's' statutory requirement to deliver HMICFRS' Force Management Statement. The Team seeks to bring together current and future national, regional and local operational and organisational demands, threats, risks and opportunities.

Key work, products and processes within SAT is responsible for developing and producing:

- HMICFRS Force Management Statement;
- Strategic Assessment;
- Control Strategy;
- Operational risk assessments such as the Management of Risk in Law Enforcement (MoRiLE) or the Outcome Focused Risk Assessment (OFRA);
- Strategic profiles covering both organisational or operational topics;
- Joint strategic analysis with partners; and
- Support of the annual financial challenge and scrutiny process.

The Data Insight Team (DIT) has the responsibility for developing and driving the departments use and exploitation of information and data. Work for the DIT is set by the data insight strategy and key areas of work include:

- exploring opportunities for developing and implementing innovative solutions for data sharing, collection and collation activity and gaining maximum insight from data;
- leveraging current software capability;
- improving the integration of data (i.e. operational and organisational data);
- data forecasting;
- the streamlining, automating and self-servicing of data provision as appropriate; and
- developing the Athena management information solution.

In summary SBOS helps keep the organisations running smoothly – ensuring risks are managed; policy is in place; change is linked to need and is delivered; there is a legal basis for change and collaboration and it is in place and up-to-date.

It is the central navigation system for the organisations both strategically and tactically – establishing and helping to set priorities; researching and analysing known, emerging and unknown threats, risks and harm; ensuring the right resources are in the right place, at the right time, focussing on the right things; identifying and evaluating 'what works'; ensuring statutory data requirements are met and identifying opportunities for continuous improvement.



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