

ORIGINATOR: CHIEF EXECUTIVE

DECISION NUMBER: 47-2015

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

SUBJECT: DIVERSITY STRATEGY

SUMMARY:

1. This paper presents a strategy and three action plans for delivery of the priorities identified within the strategy.

RECOMMENDATION:

1. The introduction of the strategy by the Constabulary be approved and endorsed.

APPROVAL BY: PCC

The recommendation set out above is agreed.

Signature

Tim Pannone

Date *26th October
2015*

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION:

- 1.1 This paper presents a Diversity Strategy and three action plans for delivery of the priorities identified within the Strategy. They are appended to this paper.
- 1.2 The Strategy has been prepared following extensive consultation including with the Independent Advisory Group and the Ipswich and Suffolk Council for Racial Equality.

2. FINANCIAL IMPLICATIONS:

- 2.1 There are no associated direct financial implications

3. OTHER IMPLICATIONS AND RISKS:

- 3.1 There are no potential risks on the PCC's Risk Register nor is there any new risk which requires adding to the Register

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

APPROVAL TO SUBMIT TO THE DECISION-MAKER (this approval is required only for submissions to the PCC).

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the (add decision-maker's title e.g. the PCC).

Signature: 

Date 26 October 2015



Equality & Diversity Strategy:

How we deliver equalities and inclusion



SUFFOLK
CONSTABULARY



Making Suffolk a safer place to live, work, travel and invest



CONTENTS

1. Foreword	Pg 1
2. Introduction	Pg 3
3. Exploring our equality objectives	Pg 5
4. Embedding equalities and inclusion throughout Suffolk Constabulary	Pg 8
5. Internal teams and networks	Pg 10
6. External groups and networks	Pg 13
7. Conclusion	Pg 14
8. Appendix 1: Equality Act definitions	Pg 15
9. What Diversity & Equality means to Suffolk Constabulary	Pg 17
10. Glossary of Terms	Pg 18



FOREWORD

Suffolk Constabulary aims to enhance the quality of life for all residents in Suffolk.

Our county is diverse – and we want to ensure that we keep people safe while meeting the different needs of all the communities across Suffolk.

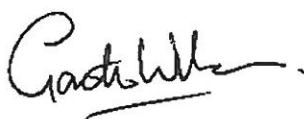
We are committed to remaining focussed on equality, diversity and human rights in all of the services we provide to the public.

At the same time, we want to continue developing our organisation so it not only values its people but also reflects the communities it serves.

To achieve these goals, we need to have the best possible understanding of our communities; we need to have a knowledgeable and confident workforce; we must remove barriers to equality of opportunity in recruitment, retention and progression; and we must seek ways to attract people from all backgrounds to our organisation, in line with the Police and Crime Commissioner's Police and Crime Plan.

The priorities detailed in this strategy have been identified following consultation and involvement with a wide range of groups, including those which we have struggled to engage with in the past.

Our performance against these priorities, as well as the duties contained in legislation, will be regularly monitored by the PCC's Accountability and Performance panel and a comprehensive action plan to ensure that positive progress continues in this important area.



Gareth Wilson
T/Chief Constable



Tim Passmore
Police and Crime Commissioner

INTRODUCTION

Suffolk Constabulary is committed to providing a policing service that meets the needs of everyone and all of our communities. This strategy aims to build on the progress made by our organisation to improve the service we provide. At the heart of our strategy are our Vision, Mission and Values, as outlined below:

Through the introduction of a clear and accountable strategy for delivering equality and inclusion, we will strive to eliminate unlawful discrimination, harassment and victimisation by treating communities, staff and officers fairly, with dignity and respect, making sure that everyone has access to our services.

It is not just about protected groups but valuing human rights, extending protection to everyone who accesses our services.

The Equality Act 2010 requires us to continue to be proactive in our approach to equality and inclusion.

This strategy will not only encompass our desire to recognise our specific and general duties under the Equality Act 2010 but also to recognise how delivering equality, diversity and human rights will enhance our performance and build trust and confidence in the communities of Suffolk. (See appendix 1)

Suffolk Constabulary's Mission

We will:

- improve the satisfaction of our customers
- reduce anti-social behaviour
- reduce the crimes that cause most harm to our communities
- build the confidence of our communities

This strategy describes how we will achieve our aims through a clear focus on three strategic themes:

- **Operational Delivery**
- **Organisational Processes**
- **People and culture**

These provide a framework for improving performance, delivering positive equality outcomes and ensuring legal compliance. In so doing, we will deliver a fair and responsive service that engages effectively with communities and builds on our organisational values and culture:

Suffolk Constabulary Mission for Equalities Excellence

Eliminate unlawful discrimination, harassment and victimisation by embedding a culture of equality and respect that puts all of our communities, staff and officers at the heart of everything we do.

FRAMEWORK FOR EQUALITY OBJECTIVES

Please refer to the Equality and Diversity objectives document also stored on this website. This document sets out our specific objectives in accordance with the Equality Act 2010.

Under each objective are a number of activities that reflect areas for development, ensuring that we have specific targets to work towards. These have been identified from reviewing our equality information and the corporate priorities, thereby ensuring that they are realistic to the organisation. Regular monitoring of these activities will take place to measure improvement and report back to the Strategic Equalities and Inclusion Board. The objectives will be reviewed annually, to reflect corporate priorities, thus being timely.

There are three force action plans, one for each strategic theme. Each action plan has an owner to ensure delivery of our priorities. The Assistant Chief Constable has ownership of Operational Delivery, the Deputy Chief Constable has ownership for Organisational Processes, People and Culture.

An annual report will be prepared that will outline progress against each individual priority and where appropriate will incorporate qualitative and quantitative data. This will be reported in the public meetings section of the Policing Crime Commissioner's Accountability and Performance Panel. The PCC holds to account the Chief Constable for the constabularies performance against objectives set.

EXPLORING OUR EQUALITY PRIORITIES

1. OPERATIONAL DELIVERY

OWNER: Assistant Chief Constable

AIM: We will engage with our communities and increase trust and confidence by providing a fair and responsive service, listening and treating people with respect.

Priorities

1. Ensuring the workforce understands the requirement to deal with people fairly and with respect and dignity by embedding the new Code of Ethics.

2. To improve public engagements with diverse groups.

3. Work with partners in mental health to continue to improve our response to service users.

4. To improve our services for all victims of rape and serious sexual offences.

5. Increase the numbers of victims and witnesses reporting Hate Crime, Domestic Abuse, Honour Based Abuse (HBA), Female Genital Mutilation (FGM) and Trafficking.

How we will achieve the priority

1. We will ensure delivery of quality training products to our staff. We will rigorously analyse our public complaints and incidents raised as Fairness At Work disputes by our staff and ensure we translate issues raised into learning where appropriate. We will actively engage with the Stop Search Reference Group and develop learning points into operational delivery.

2. Increase the number and range of engagements with diverse groups.

3. By identifying the most vulnerable and frequent users of our services, either as a victim or offender, ensuring appropriate support and interventions can be achieved to assist the individual with support of the mental health triage car.

4. By acting upon learning points raised through analysis of data from SARC (Sexual Abuse Referral Centre) surveys.

5. Analysis of hate crime, serious sexual offences, domestic violence and HBA to identify prevalence and impact on diverse groups.

Priorities

6. Providing a quality service to victims of crime is at the heart of what we do, we will ensure officers and staff adhere to the Victims' Code.

7. Ensure fairness of equality to all people through the Criminal Justice System.

8. Ensure staff use powers under stop and search proportionately, lawfully and inspire public confidence that stop and search is used fairly and effectively.

How we will achieve the priority

6. Victim and witness satisfaction data is monitored by the victim and witness sub group of the Norfolk & Suffolk Criminal Justice Board. The group act upon feedback from victim satisfaction data surveys to improve service delivery. This is reported through the Criminal Justice Board.

7. Annual 'Race and the Criminal Justice System' statistics are produced by the Ministry of Justice, and report statistical information on the representation of black and minority ethnic groups as suspects, offenders and victims within the criminal justice system and on employees within criminal justice agencies. Information provided at a local level is from the 'front end' of the CJS such as stop and searches and hate crime incidents. Data is compared to census statistics so that disproportionality can be identified. These data sets are subject of analysis, reporting and monitoring at a local level by Suffolk Constabulary through the Criminal Justice Board.

8. We will ensure delivery of quality training products to our staff. We will rigorously analyse our public complaints and incidents raised as Fairness At Work disputes by our staff and ensure we translate issues raised into learning where appropriate. We will actively engage with the Stop Search Reference Group and develop learning points into operational delivery.

2. ORGANISATIONAL PROCESSES

OWNER: Deputy Chief Constable

AIM: We will ensure that the Constabulary's policies and procedures are non-discriminatory

Priorities

1. Implement the equality standards for the police service under the general and specific duties within the Equality Act 2010.
2. Scrutiny of policies and procedures to ensure fairness through Equality Impact Assessments (EIA).
3. Monitor and review public complaints data quarterly, to ensure the public can be confident in making a complaint. We will identify and address issues of disproportionality.
4. Promote equality through our procurement activity.

How we will achieve the priority

1. Through completion of the objectives contained within the Equality and Diversity Strategy.
2. Feedback from internal staff support networks, external partners, Ipswich and Suffolk Council for Racial Equality (ISCRE), the Diversity Unit and the Policy Unit to drive change and improvement.
3. We will ensure delivery of quality training products to our staff. We will rigorously analyse our public complaints and incidents raised as Fairness At Work disputes by our staff and ensure we translate issues raised into learning where appropriate. We will actively engage with the Stop Search Reference Group and develop learning points into operational delivery and our organisational processes.
4. Ensure we act upon issues identified within the Equality Impact Assessments completed within the procurement processes.

3. PEOPLE AND CULTURE

OWNER: Deputy Chief Constable

AIM: We will continue to develop a representative workforce and an open and trusting culture, supporting equality of opportunity for everyone. We will continue to develop a positive action strategy to recruitment.

Priorities

1. We will adopt the actions recommended within the College of Policing's publication for positive action on retention, progression and recruitment, to be seen as an employer of choice to all areas of our community.
2. To continue to develop a workforce that is more representative of the communities it serves, particularly in specialist roles from under-represented groups, such as firearms and roads policing.



3. To ensure any impacts from change programmes on workforce diversity are identified and appropriate mitigation is put in place.
4. To ensure equality of opportunity for training and development activities to support a diverse work force.
5. To ensure officers and staff feel confident in using the fairness at work (FAW) process, that it is effectively implemented and proportionately used by the workforce.

How we will achieve the priority

1. All actions to be implemented and understood by the recruitment team. Delivery through force action plans and accountability at the Strategic Equalities and Inclusion Board.

2. Analysis of the number of Police Officers, Police Staff, PCSOs, Special Constables and Volunteers broken down by protected characteristic and act upon any disproportionality.

Analysis of exit interviews - to reduce the proportion of underrepresented groups leaving the organisation voluntarily and act upon any learning.

Analysis of numbers of police officers and staff by progression and act upon any disproportionality.

Analysis of number of training days provided broken down by protected characteristics and act upon any disproportionality.

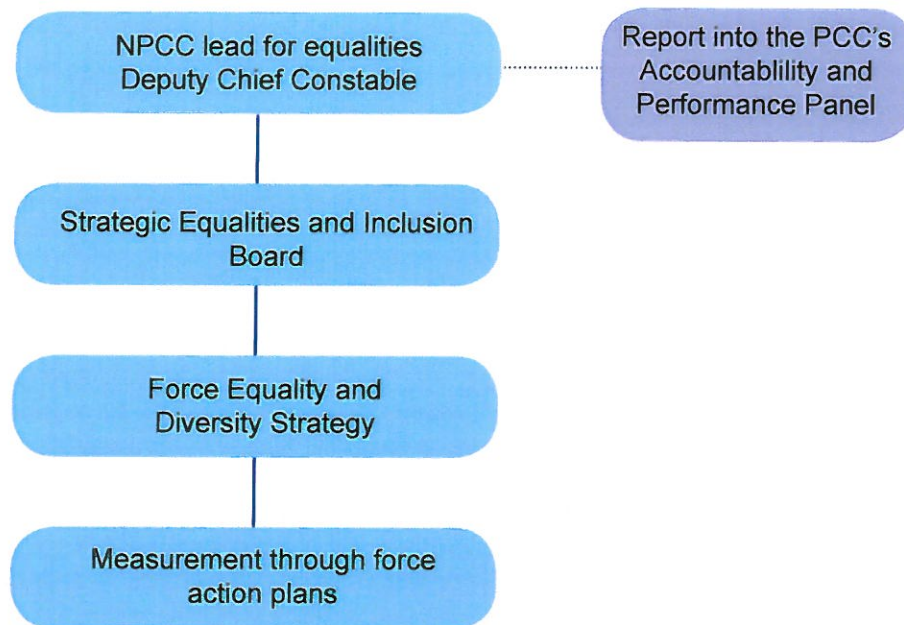
3. Equality Impact Assessment (EIA) scrutiny of change programmes, drawing upon partner support as required and act upon any learning.

4. Analysis of workforce data reports - Attendance per protected characteristic. Analysis of recruitment, strength, wastage, resignations, promotions/ progression by protected characteristics and act upon any learning.

5. Analysis of numbers of Fairness At Work (FAW) raised under each protected characteristic and assessment to ensure they are non-discriminatory and act upon any learning.

EMBEDDING EQUALITIES AND INCLUSION THROUGHOUT SUFFOLK CONSTABULARY

A robust governance structure will oversee the delivery of this strategy and our work to improve diversity and equality performance as outlined below:



Our Strategic Equalities and Inclusion Board

This board provides the strategic framework and corporate management for equalities and inclusion. The Board is made up of senior staff from directorates, union and federation representatives, the central diversity team, leads from staff support networks and community groups. The board meets four times a year. Force action plans will be scrutinised at these meetings.

Internal teams and networks

Our Central Diversity Team

The Central Diversity Team consists of a number of roles. There is an internal role focused on supporting the Force Champions, Disability Liaison Officers (DLO's) and Lesbian, Gay, Bisexual & Transgender (LGB & T) Link Officers and Staff Support Networks. There is also an external role, focused on community partnership relations and development on a county wide basis, and an equalities recruitment specialist to develop our practices around recruiting and retaining officers and staff from minority and underrepresented groups to reflect Suffolk's diverse population. Our local interactions with community groups are delivered through our Safer Neighbourhood Teams. For further information regarding community groups please go to our website www.suffolk.police.uk, About Us, Equality & Diversity.

Our Safer Neighbourhood Teams

We have 29 Safer Neighbourhood Teams across the organisation. The teams consist of Police Officers and Police Staff who work with voluntary and statutory agencies to reduce crime, tackle Anti-Social Behaviour and increase safety within the communities of Suffolk. Many of the roles involve co-ordinating projects, initiating crime reduction campaigns and working with all sectors of the community supporting and promoting our protected characteristics.

Our Force Diversity Champions

The Force Diversity Champions are a network of individuals across the organisation that have an interest in supporting and developing activities and events to promote and support various protected characteristics. This is a proactive role, focused on awareness raising and support. They also provide a link in local areas and can offer advice to colleagues.

Our Disability and LGB&T Link Officers

Disability Liaison Officers and LGB&T Link Officers are based in local areas and they act as a point of reference to provide advice and support if LGB&T or disabled people are victims of hate crime or ASB. They will review reports of disability, homophobic and transphobic crimes in their area. They are involved with promoting awareness, encouraging reporting and also act as a link for local partner agencies, as well as working with the hate crime service, as part of a network that shares good practice. They can also act as internal advisors to staff and officers to raise awareness about sexual orientation, LGB&T or disability issues, or help those who may feel they are victims of discrimination and hate crime.

Mental Health

Within our Community Safety department the role of force lead for Mental Health has responsibility to coordinate, develop and improve policing provisions to vulnerable members of our community in conjunction with other partners across health, social care, the voluntary sector and other policing organisations. Processes now exist to identify the most vulnerable and frequent users of the service, so that support and intervention can be achieved to assist the individual before a point of crises.

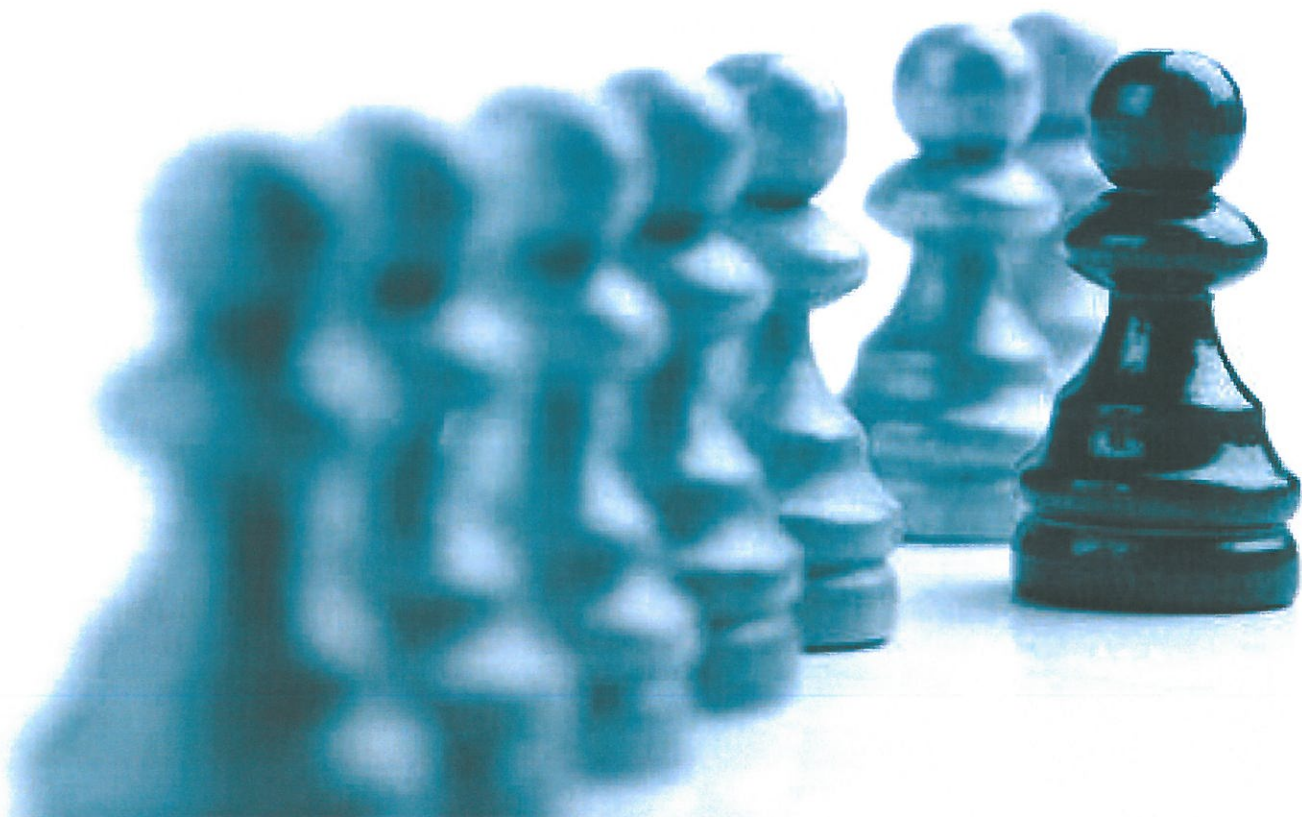
The Constabulary continues to ensure that training in relation to mental health is ongoing, particularly to assist frontline staff to increase their awareness of mental ill health. The organisation has established a number of dementia champions.

Hate Crime

The Police and Crime Commissioner has commissioned the Suffolk Hate Crime Partnership, led by Victim Support, to deliver services to victims and witnesses of hate crime across Suffolk. The aim of the group is to:

- Prevent hate crime happening by challenging the attitudes and behaviours that foster hatred, and encourage early intervention to reduce the risk of incidents escalating.
- Increase the reporting of hate crime that occurs by building victims' confidence to come forward and seek justice, and working with partners at a local level to ensure the right support is available when they do

Useful information can be found on The Suffolk Hate Crime Partnership website: <http://www.suffolkhatecrimepartnership.onesuffolk.net/>.



Our Internal Staff Support Networks

The staff support associations will support and develop the skills and talents of their members. They will provide opportunities for their membership to use their knowledge and expertise to help to develop greater equality and representation across our organisation. Their roles include:

- Canvassing the views of staff to identify issues pertinent to each under represented group.
- The Staff Support Network Steering Group (SSNSG) hold regular meetings and support force meetings where appropriate.
- Providing advice in relation to matters affecting their underrepresented group, including reviewing of policies and procedures, where appropriate.
- Providing a network of support for members.
- Linking to regional and national support networks.
- Quarterly meetings with the Deputy Chief Constable.

Our Command Management Teams

Each Command Management Team will have an equalities and inclusion action plan, as they are responsible for delivery and performance management within their service areas. Delivery will be monitored through a series of action plans and via the Strategic Equalities and Inclusion Board.



External groups and networks

Our Independent Advisory Group

The aim of this group is to ensure openness and transparency about the way we meet the needs of protected groups and how we engage with and support communities. They act as a critical friend, providing advice and informing Constabulary practices.

Ipswich and Suffolk Council for Racial Equality (ISCARE) and the Stop Search Reference Group

We utilise the support and advice of ISCARE (Ipswich and Suffolk Council for Racial Equality) to run a Stop Search Reference Group, providing scrutiny and advice in respect of our use of stop and search. They also provide advice on Constabulary policies and procedures.



CONCLUSION

Our overall vision is to serve our communities and protect them from harm. We do this by policing your area with local teams. Suffolk Constabulary has a culturally diverse community; this strategy describes our commitment to the issues of equality, diversity and human rights that we face when policing the needs and concerns of those local communities and outlines our aims for the coming years.

While we are pleased with the progress we have made to date, we are not complacent and recognise that there is still more to be done. In developing this strategy we have listened to the communities we serve and the people we work with. We will continue to listen, learn and strive to improve in the way we respond to any issues that are raised. It is only by getting these things right that we will continue to improve trust and confidence in Suffolk Constabulary.

For further information or to find out more about this strategy visit:

www.suffolk.police.uk

APPENDIX 1

The Equality Act 2010 brings together all previous equality legislation, including a new public equality duty replacing the separate duties related to race, disability and gender equality.

Suffolk Police must fulfil the requirements of Equality Act 2010 as an:

- Employer;
- Provider of services; and
- as a public body under the General Duty and other specific duties

The protected characteristics covered by the Equality Act are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race (includes ethnic or national origins, colour or nationality)
- Religion or belief (includes lack of belief)
- Sex
- Sexual orientation

Discrimination can come in one of the following forms:

- direct discrimination - treating someone with a protected characteristic less favourably than others.

- indirect discrimination - putting rules or arrangements in place that apply to everyone, but that put someone with a protected characteristic at an unfair disadvantage for no good reason.

- harassment - unwanted behaviour linked to a protected characteristic that violates someone's dignity or creates an offensive environment for them.

- victimisation - treating someone unfairly because they've complained about discrimination or harassment.

- discrimination arising from disability - treating someone unfavourably because of something connected to their disability.

- failing to make disability related reasonable adjustments - not taking reasonable steps to make sure that disabled people can have access to things like goods, facilities and services, a workplace, an educational establishment, an association, or a public building.

Public Sector Equality Duty

The General Duty

In its functioning as a listed public authority, Suffolk Police has to have regard to:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Fostering of good relations between people who share a protected characteristic and people who do not share it.

Specific Duties

In order to ensure that an organisation effectively carries out its duty under the Act there are a number of 'specific duties' they must adhere to. These are straightforward and non-bureaucratic, aimed to ensure that the organisation is open and transparent and accountable to their service users and workforce.

- A public authority must publish information to demonstrate its compliance with the duty. The information must be published:

(a) not later than 31st January 2012;

And

(b) Subsequently at intervals of not greater than one year beginning with the date of last publication.

The information a public authority publishes must include, in particular, information relating to persons who share a relevant protected characteristic who are:

(a) Its employees;

(b) Other persons affected by its policies and practices.

- A public authority must prepare and publish one or more objectives it thinks it should achieve to comply with the public sector equality duty. The objectives must be published:

(a) Not later than 6th April 2012; and

(b) Subsequently at intervals of not greater than four years beginning with the date of last publication.

An objective published by a public authority must be specific and measurable.

- A public authority listed must publish the information referred to above in such a manner that the information is accessible to the public.

Suffolk Police will ensure that it takes all reasonable steps to apply the legislative requirements of the Act and ensure that its workforce understand their responsibilities.



WHAT DIVERSITY AND EQUALITY MEANS TO SUFFOLK CONSTABULARY

Diversity is recognition of the differences and similarities in values, cultural perspectives, attitudes, beliefs, skills, knowledge and life experiences of all the people we serve and employ.

Our similarity lies in the fact that, as people who live, work or visit Suffolk, we all want and expect a police service that is professional and fair. Our difference recognises the variety of views and perspectives to be taken into consideration as we plan and deliver a service that is fair, professional and proportionate.

Equality refers to action taken to address or redress discrimination in the services we provide or the opportunities we give.

Understanding how equality or inequality affects our ability to police Suffolk will help us address, improve and eradicate practices that create or allow disadvantage.

Ensuring equality of opportunity and access to services to all people, particularly those protected under the

Equality Act 2010 will help us make all communities more confident in our ability to keep them safe.

List of protected characteristics under the Equality Act 2010:

- Age
- Disability
- Sex
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sexual orientation

GLOSSARY OF TERMS

ASB - Anti-Social Behaviour

DLO - Disability Liaison Officer

EDHR - Equality, Diversity & Human Rights

EIA - Equality Impact Assessments

HBA - Honour Based Abuse

IAG - Independent Advisory Group

ISCRE - Ipswich & Suffolk Council for Racial Equality

LGB&T - Lesbian, Gay, Bisexual & Transgender

NPCC - National Police Chiefs Council

PCC - Police and Crime Commissioner

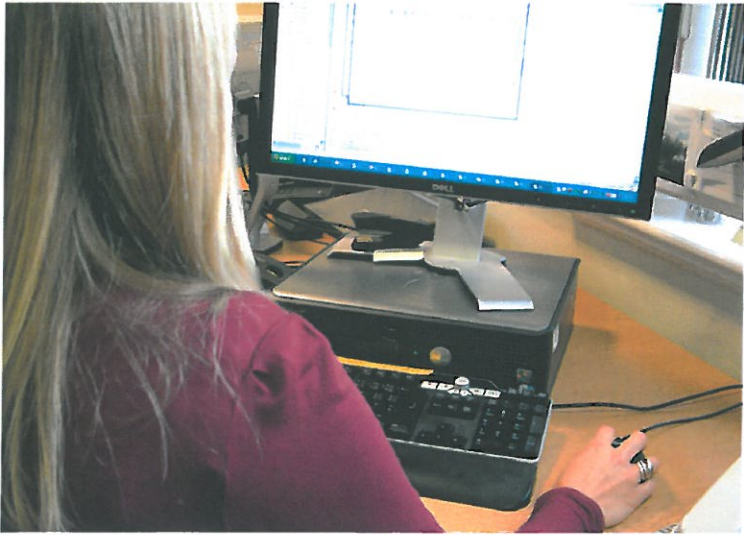
PSD - Professional Standards Department

SARC - Sexual Abuse Referral Centre

SAWP - Suffolk Association of Women in Policing

SNT - Safer Neighbourhood Team

SSNSG - Staff Support Network Steering Group



Equality & Diversity Strategy:

How we deliver equalities and inclusion



Equality Objective – Operational Delivery

AIM: We will engage with our communities and increase trust and confidence by providing a fair and responsive service, listening and treating people with respect.

Priority	Progress against Priority	Action Owner	Target date for completion
Ensuring the workforce understands the requirement to deal with people fairly and with respect and dignity by embedding the Code of Ethics.			
To improve public engagements with diverse groups.			
Work with partners in mental health to continue to improve our response to service users.			
To improve our services for all victims of rape and serious sexual offences			
Increase the numbers of victims and witnesses reporting Hate Crime, Domestic Abuse, Honour Based Abuse (HBA), Female Genital Mutilation (FGM), and Trafficking.			



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Equality Objective – Organisational Processes

AIM: We will ensure that the Constabulary's policies and procedures are non-discriminatory

Priority	Progress against Priority	Action Owner	Target date for completion
Implement the equality standards for the police service under the general and specific duties within the Equality Act 2010.			
Scrutiny of policies and procedures to ensure fairness through Equality Impact Assessments (EIA)			
Monitor and review complaints data quarterly, to ensure the public can be confident in making a complaint and identify and address issues of disproportionality.			
Promote equality through our procurement activity			



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Equality Objective – People and Culture

AIM: We will continue to develop a representative workforce and an open and trusting culture, supporting equality of opportunity for everyone. We will continue to develop a positive action strategy to recruitment.

Priority	Progress against Priority	Action Owner	Target date for completion
We will adopt the actions recommended within the College of Policing's publication for positive action on retention, progression and recruitment, to be seen as an employer of choice to all areas of our community.			
To continue to develop a workforce that is more representative of the communities it serves, particularly in specialist roles from under – represented groups, such as firearms and roads policing.			
To ensure any impacts from change programmes on workforce diversity are identified and appropriate mitigation is put in place.			
To ensure equality of opportunity for training and development activities to support a diverse workforce.			
To ensure officers and staff feel confident in using the fairness at work (FAW) process, that it is effectively implemented and proportionately used by the workforce.			



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