

**ORIGINATOR: CHIEF CONSTABLE**

**PAPER NO: AP23/07**

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –  
13 JANUARY 2023**

**SUBJECT: PROGRESS WITH THE CHIEF CONSTABLE'S  
STRATEGIC PLAN 2020 – 2023**

**SUMMARY:**

1. This paper should be read in conjunction with the Chief Constable's Strategic Plan 2020-23, which is attached at Appendix A.
2. This paper contains:
  - an update from the Chief Constable regarding the extent to which the outcomes on page four of the plan have been met.
  - an overview of some of the changes and improvements that have been made regarding some key the measures of success set out on pages 6 and 7 of the strategic plan.
  - An update regarding the next version of the strategic plan that will replace the current plan, and be effective in 2023 and beyond.

**RECOMMENDATION:**

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

## **1. INTRODUCTION**

- 1.1 Suffolk Constabulary's Strategic Plan (2020 – 2023) sets out the Chief Constable's operational and organisational priorities to enable the force to effectively deliver the Suffolk Police and Crime Plan.
- 1.2 This paper should be read in conjunction with the Strategic Plan (attached as Appendix A) as doing so will assist in understanding the aspirations and objectives set out in the plan, and the changes and improvements made by the Constabulary to achieve them. This will also identify those areas where further work is required.
- 1.3 This paper will provide a general overview of Suffolk Constabulary's progress to achieve the aspirational outcomes set out on page four of the Strategic Plan. It will also consider the operational and organisational outcomes in turn and focus on the 'measures of success' against each section, and provide an overview of activities completed or work carried out against some of these. Finally, this paper will describe the work already under way in the Constabulary for a new Strategic Plan to replace the current plan when it expires in March 2023.
- 1.4 It should be noted that this paper provides high level updates on some key changes, workstreams and improvements made by the Constabulary relating to the measures set out in the three-year plan. It does not provide detailed information regarding the performance or productivity of the changes, as in many cases this has been addressed in papers previously presented to the Accountability and Performance Panel (APP). However, further information can be provided to the Accountability and Performance Panel in due course if more information is required regarding anything referred to in this paper.
- 1.5 It is also important to recognise that the Strategic Plan was published in early 2020, and since that time the Covid-19 pandemic has had a significant and unprecedented impact on policing. Furthermore, since the plan was published there has been increased focus on new, emerging, and important policing priorities such as violence against women and girls and the continued rise in the number of crimes committed online. However, the achievements set out in this paper are evidence of the flexibility and adaptability of the Constabulary to make significant progress in delivering the outcomes set out in the plan in a rapidly changing operating environment.
- 1.6 As to be expected, much of the work carried out across the Constabulary to deliver the Chief Constable's Strategic Plan featured in the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection of Suffolk Constabulary in 2022. As part of the Police Effectiveness, Efficiency, and Legitimacy (PEEL) programme, in their report, HMICFRS praised the Constabulary for the notable improvements made. ([Suffolk - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/suffolk-hmicfrs/))

## **2. OUTCOMES 2020/2023 (STRATEGIC PLAN – PAGE FOUR)**

- 2.1 These outcomes are aspirational and are aims and principles that guide the delivery of this Strategic Plan. Whilst numerical outcomes over the period of the Plan can be helpful, they should also be treated with caution and considered against the broad context of policing. This is due to the fact that some categories can increase as a result of police proactivity, or because the Constabulary is actively engaging with communities and encouraging victims to come forward and report crime.

- 2.2 The Constabulary is forecasting a slight decrease in all victim based recorded crime, over the period of the Chief Constable's Strategic Plan, against the pre Covid-19 pandemic level of 47,930 a year.
- 2.3 With regard to satisfaction with policing services, there has been a decrease in the number of respondents satisfied with 'first contact' and being 'kept informed'. However other measures ('action taken' and 'treatment') are within normal fluctuation levels and 'whole experience' is stable, improving and higher than the level 12 months prior to the Covid-19 pandemic.

### **3. OPERATIONAL PRIORITY OUTCOMES 2020/2023 (STRATEGIC PLAN – PAGE SIX)**

- 3.1 This section of the paper sets out some changes and improvements made against the 'measures of success' set out in the Chief Constable's Strategic Plan.

#### **Proactive Policing To Catch Criminals - Updates Regarding Some of the Measures of Success**

- 3.2 Over the three year period, Suffolk is showing a larger decrease than the national level for all subsets of neighbourhood crime (Robbery, theft from person, burglary and vehicle crime).
- 3.3 The Constabulary has enhanced its capacity to tackle county lines and urban street gangs by creating a 'Gangs' Team' based in the Southern Area to gather intelligence, co-ordinate enforcement as well as working with partners to protect people who have become vulnerable to criminality or exploitation through association with gangs.
- 3.4 Additional funding provided through the increase in the policing element of the council tax has enabled the Constabulary to enhance its proactive policing capacity and capability. In 2021/22, a second Serious Crime Disruption Team consisting of six Police Officers was created dedicated to proactively policing organised crime and drug supply in Suffolk. Furthermore, three Operational Kestrel Teams have been created (each comprising 1 x Sergeant and 6 x Constables) to proactively tackle neighbourhood crimes and community concerns.

#### **Quality Crime Investigations To Improve Service To Victims - Updates Regarding Some of the Measures Of Success**

- 3.5 The Constabulary has created an Investigations Standards Board, chaired by an Assistant Chief Constable, which provides structured governance for areas such as investigation plans, supervisory reviews, victim safeguarding, and lessons learned. The Constabulary was assessed by HMICFRS as 'adequate', and commented on the positive response since the last inspection in 2019 when the Constabulary was graded as 'requires improvement' in relation to investigating crime. HMICFRS found that officers were routinely using investigation plans to structure their work and investigations were carried out in good time.
- 3.6 A Crime Data Integrity Board has been created. The Board is chaired by an Assistant Chief Constable, and ensures that performance is closely reported on and monitored each month. Performance has improved in terms of the accuracy and timeliness of crime recording, enabling the Constabulary to have an increasingly accurate perspective of crime across the county.

### **Problem Solving With Our Communities And Partners - Updates Regarding Some of the Measures of Success**

- 3.7 The County Policing Command has developed and delivered an extensive training programme for officers and staff regarding problem solving policing. A register of all problem solving initiatives is held to ensure outcomes can be monitored and best practice shared. Problem solving is now managed through the Constabulary's main tasking and co-ordinating processes, which ensures that a problem-solving policing response can be considered for any emerging operational concerns regarding victims, offenders, or locations. The involvement of partners is now fully embedded to ensure a multi-agency response is in place when necessary. Furthermore, three additional Police Constables have been recruited as tactical advisors working with colleagues across the county to advise and guide them to deliver problem solving policing.
- 3.8 The County Policing Command has further improved the extent to which partners are involved in problem solving in communities and early interventions. Community Engagement Hubs have been created which has further improved the sharing of information and concerns amongst partners as well as ensuring a wide range of powers are considered when addressing local problems. This model has led to significant improvements in the way Anti-social behaviour is managed across the county.

### **Building confidence and increasing satisfaction in Suffolk Constabulary - Updates regarding some of the measures of success**

- 3.9 The Constabulary continues to work closely with partners and community groups regarding stop and search and have continued to improve how well it uses, and records, the grounds for stop and search. HMICFRS reported on these improvements in their inspection of the Constabulary in 2022.
- 3.10 Community Engagement Officers are in place across the county to engage with all communities, including those that are less likely to engage with the police. The information gathered helps influence and shape the Constabulary's short term and long term policing work. The Constabulary has developed this further by creating a Board, chaired by an Assistant Chief Constable, to oversee the use of coercive police powers and an independent scrutiny group is in place to help the force to gather learning and record good practice.
- 3.11 The Constabulary has improved and enhanced the capacity and capability of the Contact and Control Room. Additional funding has enabled more staff to be recruited, and new technologies to be introduced making it easier and quicker for the public to contact Suffolk Constabulary.
- 3.12 The Constabulary delivered a successful change management project to move away from the Incident and Crime Management Hub (ICMH) and create a Crime Co-ordination Centre which enables desk based investigations to be carried out. Surveys carried out with people that use this service show improved caller and victim satisfaction levels compared to the ICMH.

## **4. ORGANISATIONAL PRIORITY OUTCOMES 2020/2023 (STRATEGIC PLAN – PAGE SEVEN)**

- 4.1. This section of the paper sets out some changes and improvements made against the measures of success set out in the Chief Constable's Strategic Plan.

#### **Creating Capacity To Catch And Convict Criminals and Keep the Public Safe - Updates Regarding Some of the Measures of Success**

- 4.2. Actively progressing 'blue light integration' is a measure of success in the Strategic Plan. Whilst Suffolk Constabulary continues to collaborate with Suffolk Fire and Rescue Service, this has been focussed on the sharing of estate. Whilst the joint working throughout the Covid-19 pandemic demonstrated the strength of the partnership in Suffolk, further work is required to identify and progress opportunities for improved working in areas such as community safety, problem solving and protecting vulnerable people and communities. This will be progressed in 2023.
- 4.3. An improved Organisational Performance Framework was introduced in 2022 to improve oversight, and management, of the Constabulary's response to national requirements from the College of Policing as well as Government plans such as the 'beating crime plan' .
- 4.4. The Constabulary has enhanced the capacity and capability of the 2025 - Corporate Improvement and Innovation Team. Additional Project Manager and Analyst posts have been created and a Performance Improvement Unit has been established. Furthermore, an Income Generation Officer has been recruited to further leverage funding opportunities for continuous improvement projects across the county. The work of the 2025 Team was identified as good practice by HMICFRS.

#### **Investing In Our People and Ensuring We Are Fit For the Future - Updates Regarding Some of the Measures of Success**

- 4.5. A Modern Workplace Programme has been successfully introduced that enabled the Constabulary to respond to the urgent changes caused by the Covid-19 pandemic, as well as ensuring the Constabulary introduced modern working practices with the intention of retaining staff and attracting talented people by continuing to be an 'employer of choice'.
- 4.6. Significant investment has been made in the Learning and Development department to modernise the estate, improve technology, and build new learning facilities and scenario rooms.
- 4.7. The Police Education Qualification framework (PEQF) is the programme under which new officers join the Police Service. This has been successfully introduced in Suffolk. Furthermore, the Constabulary is one of a small number of forces that has also maintained its direct entry Detective programme and another cohort of 20 new Detectives will join the Constabulary in March 2023.

#### **Leadership Based On Our Values; Everyone Is a Leader - Updates Regarding Some of the Measures of Success**

- 4.8. The Constabulary has implemented the CARE (Connectivity, Accountability, Risk competence and Energy) Leadership Strategy. A series of programmes are accessible to current and aspiring leaders at a range of levels offering leadership pathways and self-analysis tools. The scheme also offers coaching, shadowing, and mentoring opportunities to deliver high quality leadership. This scheme has been recognised as good practice, and elements have been adopted by the College of Policing. HMICFRS commented on the ' strong and ethical ' leadership observed in the Constabulary in their inspection in 2022.
- 4.9. Leadership Development Days have been introduced and an annual training course has been introduced for first and second line managers.

**We Will Be Courageous , Innovative And Ambitious Exploiting Technology - Updates Regarding Some of the Measures Of Success**

- 4.10. The Constabulary has implemented the digital public contact programme improving the way it transacts, engages and interacts with the public. New technologies have been introduced such as 'live chat' to offer the public an alternative to 101 call.
- 4.11. Front line officers and staff have handheld devices through the 'Optik' programme, enabling them to work effectively in communities and away from stations.
- 4.12. There has also been significant investment to enhance the Constabulary's capability regarding Automatic Number Plate Recognition (ANPR) through the creation of a ANPR Hub to manage and analyse data to inform pro-active policing, as well as providing evidential packages to support prosecutions.

**5. CHIEF CONSTABLE'S STRATEGIC PLAN 2023 AND BEYOND**

- 5.1. Work is underway to produce a new Chief Constable's Strategic Plan to replace the current version when it expires in March 2023. The new plan will set out how the Chief Constable will deliver the policing element of the Suffolk Police and Crime Commissioners' Police and Crime Plan for Suffolk. The Strategic Plan will consider the Force Management Statement, as well as the national policing strategies such as the Vision for Policing 2030. Consultation on the new plan will begin in early 2023.

**6. FINANCIAL IMPLICATIONS**

- 6.1. None.

**7. OTHER IMPLICATIONS AND RISKS**

- 7.1. None.

SUFFOLK CONSTABULARY  
**STRATEGIC  
PLAN**

2020-23



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# Foreword



**Rachel Kearton**  
**Chief Constable**  
**Suffolk Constabulary**

The purpose of this plan is to set the priorities for Suffolk Constabulary for the years 2020-23.

I am pleased to inherit this plan on becoming the Chief Constable in 2022 and in my previous role as Deputy Chief Constable have overseen many of the improvements and changes made because of it.

Furthermore, work is underway to create an updated version of this strategic plan for 2023 and beyond. The updated version will be closely aligned to the current Suffolk Police and Crime Plan.

Policing is complex and this plan is not meant to be an exhaustive list of all that we do as a service, but to identify areas where we want greater focus in the coming years.

Everything in this plan will be achieved through a programme of work called Creating Capacity. Our aim will be to create capacity in order to catch and convict criminals and keep the public safe.

A leadership programme will be developed and implemented across the Constabulary. I am proud to say that we have an amazing workforce and as Chief Constable I will be investing in training, development, health and well-being so that we continue to be hardworking, selfless and courageous.

As Chief Constable I want Suffolk Constabulary to deliver an excellent service, and be regarded as an outstanding police force by the communities we serve and this plan sets out how we will achieve this.



# Force Plan 2020/23



## How we work

Work together with our partners and communities

In collaboration with Norfolk Constabulary

Plan for the future

Support and develop our people

Care about health and wellbeing

Everyone is a leader

Competent, consistent and compassionate

Catch and convict criminals

## Our priorities

To investigate:



Serious violence



Neighbourhood crime and ASB



Serious sexual offences and rape



Drugs (County Lines), gangs and organised crime



Domestic abuse



Safety (Fatal Four) and crime on the roads

To prevent and protect:



Vulnerable people and children



Victims

Victims at the heart of all we do

High standards in all we do

Keep people safe

## Outcomes

Driving down crime and catching more criminals

Fewer victims

Solving more crime

Safer communities

Increased trust and confidence in Suffolk Constabulary

Efficient and effective in all we do

Successfully deliver Suffolk's Police and Crime Plan

# Priority Outcomes 2020/23



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## Operational

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Proactive policing  
to catch criminals.

Quality crime  
investigations to  
improve service to  
victims.

Problem solving with  
our communities and  
partners.

Building confidence  
and increasing  
satisfaction in Suffolk  
Constabulary.

Investing in our  
people and ensuring  
we are fit for the  
future.

Creating Capacity  
to catch and convict  
criminals and keep the  
public safe.

Leadership based on  
our values; everyone is  
a leader.

We will be courageous,  
innovative and  
ambitious exploiting  
technology.

## Organisational

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# Summary of Operational Priority Outcomes for 2020/23

Priority Outcome	Focus for the Force	Measures of Success
<p><b>Proactive policing to catch criminals.</b></p> <p>Owner: Assistant Chief Constable</p>	<p><b>The force will focus on:</b></p> <ul style="list-style-type: none"> <li>• Organised crime and drug supply.</li> <li>• County Lines and urban street gangs.</li> <li>• Serious violence.</li> <li>• Serious sexual offences.</li> <li>• Neighbourhood crime.</li> <li>• Modern slavery and human trafficking.</li> <li>• Cyber crime and fraud.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in violent crime, particularly knife crime.</li> <li>• Effective identification &amp; more disruption of the most impactful organised crime groups.</li> <li>• More disruption of County Lines and urban street gangs.</li> <li>• Reduction in personal robbery.</li> <li>• Reduction in neighbourhood crime (burglary, vehicle crime and theft).</li> <li>• Tackling criminals causing the most harm.</li> <li>• Increasing our capacity and capability regarding proactive policing.</li> </ul>
<p><b>Quality crime investigations to improve service to victims.</b></p> <p>Owner: Assistant Chief Constable</p>	<p><b>The force will focus on:</b></p> <ul style="list-style-type: none"> <li>• Robbery</li> <li>• Burglary</li> <li>• Vehicle crime</li> <li>• Anti-social behaviour</li> <li>• Domestic abuse</li> <li>• Fraud/Cyber Crime</li> </ul>	<ul style="list-style-type: none"> <li>• An improvement in the quality and timeliness of investigations.</li> <li>• Improving standards of investigations.</li> <li>• Increase in number of positive outcomes.</li> <li>• Improve crime data integrity performance.</li> <li>• Obtain a grading of "good" from HMICFRS regarding volume crime investigations.</li> <li>• Increase the number of neighbourhood crimes that are solved or lead to a positive outcome.</li> </ul>
<p><b>Problem solving with our communities and partners.</b></p> <p>Owner: Assistant Chief Constable</p>	<p><b>The force will focus on:</b></p> <ul style="list-style-type: none"> <li>• An intelligent problem-solving approach.</li> <li>• A more multi-agency integrated approach with our partners.</li> <li>• Victims, offenders and locations presenting the greatest threat, harm and risk.</li> <li>• Delivering sustainable solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement an intelligent problem-solving and evidence based policing approach.</li> <li>• Enhanced problem solving approach with partners focused on victims, offenders and locations.</li> <li>• Greater focus on offenders causing most harm.</li> <li>• Developing improved ways of identifying and addressing threat, harm and risk focusing on repeat offenders causing most harm in our communities.</li> <li>• Improved early intervention with partners</li> </ul>
<p><b>Building confidence and increasing satisfaction in Suffolk Constabulary.</b></p> <p>Owner: Assistant Chief Constable</p>	<p><b>The force will focus on:</b></p> <ul style="list-style-type: none"> <li>• Leading a programme of work to rapidly improve performance.</li> <li>• Carrying out a comprehensive public survey to better understand issues to focus on.</li> <li>• Identifying what improves confidence and satisfaction and implementing changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved trust and confidence in Suffolk Constabulary.</li> <li>• Improved Suffolk's position in the crime survey of England and Wales.</li> <li>• Improved our performance regarding the Victim's Code of Practice.</li> <li>• Improved caller and victim satisfaction by creating a new Crime Coordination Centre.</li> <li>• Improved the way we communicate with the public.</li> <li>• Increased representation of BAME, women and other under-represented groups with a focus on officers at all ranks.</li> </ul>

# Summary of Organisational Priority Outcomes for 2020/23

Priority Outcome	Focus for the Force	Measures of Success
<p><b>Creating Capacity to catch and convict criminals and keep the public safe.</b></p> <p>Owner: Chief Constable</p>	<p>Embed the Creating Capacity programme to become even more effective and efficient.</p>	<ul style="list-style-type: none"> <li>Actively progress Blue Light Integration.</li> <li>Implement an improved operational tasking and coordinating process.</li> <li>Implement a new performance management framework.</li> <li>Expand our capacity and capability to innovate and continually improve.</li> </ul>
<p><b>Investing in our people and ensuring we are fit for the future.</b></p> <p>Owner: Deputy Chief Constable</p>	<p>Suffolk Constabulary will focus on the retention, recruitment, development and wellbeing of all officers and staff to effectively tackle the most serious, complex and challenging risks.</p>	<ul style="list-style-type: none"> <li>Implement an attraction plan to reach and sustain establishment levels.</li> <li>Sustain high performance in respect of staff surveys.</li> <li>Increased understanding of the health of the workforce with particular focus on mental health and wellbeing.</li> <li>Enhanced learning and development to ensure staff are able to deal with modern day challenges.</li> <li>Improve understanding of future demand focusing on priorities set out in the Force Management Statement and Force Performance Framework.</li> <li>Effectively introducing the Policing Education Qualifications Framework.</li> </ul>
<p><b>Leadership based on our values; everyone is a leader.</b></p> <p>Owner: Deputy Chief Constable</p>	<p>Enhance our investment in our leaders so they can be courageous leaders and fit to lead in line with our values.</p>	<ul style="list-style-type: none"> <li>Deliver a new leadership strategy.</li> <li>Implement a leadership programme for our 1st and 2nd line managers.</li> <li>Reinforce the values of the organisation through leadership days.</li> <li>Develop a data quality improvement plan in the organisation.</li> <li>Improve the quality of supervision, particularly focused on volume crime investigations.</li> <li>Delivery of savings to enable reinvestment in priority areas.</li> </ul>
<p><b>We will be courageous, innovative and ambitious exploiting technology.</b></p> <p>Owner: Deputy Chief Constable and Assistant Chief Officer</p>	<p>Suffolk Constabulary will deliver an effective digital strategy adopting innovative business processes and cultural change to improve service to the public.</p>	<ul style="list-style-type: none"> <li>Exploit benefits from Windows 10 and Office 365.</li> <li>Deliver the digital policing strategy action plan.</li> <li>Introduce a digital asset management system.</li> <li>Introduce a digital evidence transfer system.</li> <li>Deliver the digital public contact programme improving the way we transact, engage and interact with the public.</li> <li>Introduce new technology to improve operational processes bringing about cultural and behavioural change.</li> </ul>





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