



# A local police service for Suffolk's future





## Introduction

Suffolk Constabulary must continue to adapt if it is to respond to rapidly increasing demand and the needs of the communities it serves. Understanding what the public wants and showing police have listened are vital components in how we move forward. Decisions have to be made, some of which are fine judgments, about the composition of the constabulary's future workforce. These have led to proposed changes to Suffolk's safer neighbourhood teams (SNTs). Through restructuring the way we work and looking at the best use of our resources we are proposing to move 104 police officers into our SNTs.

As part of the restructure we are looking to reduce the number of police community support officers (PCSOs). This proposal would enhance the resilience of the local policing capability and ensure the right resource is in the right place at the right time. The aim is to establish an effective workforce mix focussing on early intervention and prevention, improve dedicated proactive policing resources, ensure visibility and accessibility, and deliver the Police and Crime Plan.

## Chief Constable Gareth Wilson



"Local policing is the bedrock of our service. We continually listen to what the public tell us and appreciate people's desire to see as many officers as possible in their communities. We also have to address the areas where our demand is increasing and respond to them.

"This has left us with difficult choices to make. However, I am convinced that moving more than 100 police officers into our SNTs would ensure we are able to effectively meet the challenges we face now and in the future."

## Police and Crime Commissioner Tim Passmore



"As I meet people across the county, one thing is clear; residents want as many officers as possible on the front-line. I'm pleased to say we've listened.

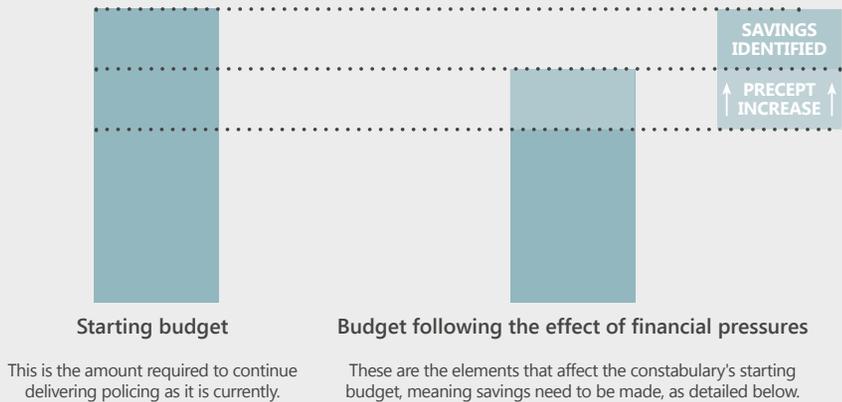
"These proposals could see an extra 104 police officers moving into the Safer Neighbourhood Teams by October this year.

"In order to do this some police roles have been civilianised, officers have been moved from central to local teams and regrettably the number of PCSOs would reduce, but the outcome will be more officers in local policing and that's great news for Suffolk."

## Why are we still making changes?

Even after taking into account the savings options identified across the entire organisation and across those departments where Suffolk collaborates with Norfolk, the force would have still been left with a **funding deficit of £1.7M if it had not been for this year's increase in the precept.** To have found this additional saving would have needed even deeper cuts and required looking at higher-risk options being taken which would have impacted on the service provided to communities.

Whilst there has been an increase to the precept and this has created greater financial stability the constabulary is still required to make significant changes to ensure financial security and to be able to deploy our resources in a way that allows us to meet the ever-changing nature of demand.



*The above graphs are for illustrative purposes only.*

### Financial pressures for 2018/19 (not exhaustive)



The example pressures above are already **£1m more than the increase in precept funding.**

The agreed increase in the policing element of the council tax precept raises additional funding for the constabulary. It still leaves us needing to make significant changes to ensure we are financially secure and able to meet the changing demand and challenges.

Other budgetary pressures on the organisation, including pay inflation and inflation of goods and services together with other investments required in the capital programme, means we still need to make organisational change.

#### 2018/2019

**Revenue Deficit (before savings) = £2.3M**

Savings will be achieved through a number of proposed changes including those outlined in this booklet.

#### 2021/2022

**Revenue Deficit (before savings) = £7.6M**

After proposed changes there is still a funding gap of £3.2M though this could change depending on a number of factors.

## Demand is up

There has been increased demand in a number of key areas since the Suffolk Local Policing Model was introduced in 2015/16.



**Serious sexual offences**  
up 26%



**Domestic abuse crimes**  
up 42%



**Emergency 999 calls**  
up 23%



**Incidents recorded**  
up 5%

## New and existing challenges



**County lines**

This brings increased drugs supply, exploitation of vulnerable communities, violence, gun and knife crime



**Youth gang violence**



**Radicalisation and terrorism**



**Increase in cyber enabled crime**



**Hidden harm**

Human trafficking, child sexual exploitation and modern slavery offences

## What we have done so far

Since 2010 policing in Suffolk has had to operate within a challenging financial landscape. This has been against a backdrop of substantial growth in certain areas of crime and new potential threats to the county.

In 2016 the constabulary realigned its local policing model as a result of the Suffolk Local Policing Review. As part of an evolutionary process the constabulary has embraced 2025, the national policing vision for the future. Earlier this year a number of changes were made to three of the force's non public-facing departments which will allow substantial savings to be made.

In contrast the current proposed re-structuring of the constabulary's SNT model is not just about saving money. Its primary focus has always been the continuous improvement of the service Suffolk residents receive, by taking into account the feedback from communities.



# How we are looking to change

## Business support and administration



Decrease in admin posts as technology has enabled officers and staff to carry out tasks previously done by these roles

1 June 2018

## Community Engagement Officers



A PC for each of the nine localities to increase accessibility, engagement and communication in person and online

18 June 2018

## Civilianisation of our Public Protection Unit



Officers replaced with police staff who have designated powers to continue effective management of offenders

Ongoing phased approach

## An effective workforce mix



More than 100 police officers to deal with current threats and demands working as required

29 October 2018

## Introduction of link officers



PCSOs working with partners focussing on problem-solving and intervention

29 October 2018

## Improving proactive policing



Improved proactive policing capability with refocussed teams such as the serious crime disruption team to meet modern demand

29 October 2018

## Restructured safer neighbourhood policing



Creation of larger, locally-based Safer Neighbourhood Teams

29 October 2018

## Neighbourhood and Partnership Teams



Crime investigation undertaken by local officers with knowledge of local issues

29 October 2018

## An effective workforce mix

As part of the planned changes there will be more police officers in SNTs and a proposed reduction in the number of PCSOs. This proposed **change recognises the challenges being faced** from county line drug dealing, youth gang violence and 'hidden harm' crimes such as domestic violence affecting the most vulnerable in our communities. **The training, capability and powers of a police constable will be more effective in meeting these challenges.**



PCSOs to reduce by  
**33 FTE to 48**



Officers can be ordered to work overtime and through rest breaks

Officers have full policing powers to arrest, interview and investigate crime

Trained officers can use police vehicles with blue lights & sirens

Officers provide mutual aid in response to strategic policing requirements

Officers work shifts to cover 24/7

Officers can be posted up to 35 miles in distance or 45 minutes travel time from their home address

Officers are trained and expected to deal with a full range of confrontational situations and will be equipped accordingly to the threat



Link officers will build relationships with key partner agencies

In this role they will target high-demand and high-harm issues such as mental health

PCSOs will focus on intervention and problem solving in these key high-harm areas

Schools officers to engage with children and young people

Match and fully-funded officers to continue working within communities

PCSOs will remain highly visible within communities

There is an explicit obligation for PCSOs not to be deployed where there is a clear likelihood that a confrontation will arise

## Introduction of link officers

Under the planned changes, PCSOs remain an important part of the constabulary workforce. Focussing on intervention and problem-solving, 27 PCSOs will work in SNTs in a new link officer role. Within this position they will focus on issues such as mental health, children and young people and anti-social behaviour. They will be working with partner agencies and will address high-demand and high-harm issues often affecting the most vulnerable in the county. This is an extension of the work PCSOs have already been undertaking since the Suffolk Local Policing Review in 2016.

The revised number of PCSOs will be divided into teams...



27 Link Officers



A target of 18 match and fully funded PCSOs, working closely with local councils



3 School PCSOs working in Neighbourhood and Partnership Teams

The link officer teams will be made up as follows...

**27**

New link officer PCSOs.  
Three in each locality.



**9**

New link officer PCs.  
One in each locality.



and they will be working...

**7**

days a week, 8am-6pm



**7**

days a week, 8am-11pm

on community issues such as...



Mental health



Children and young people



Anti-social behaviour

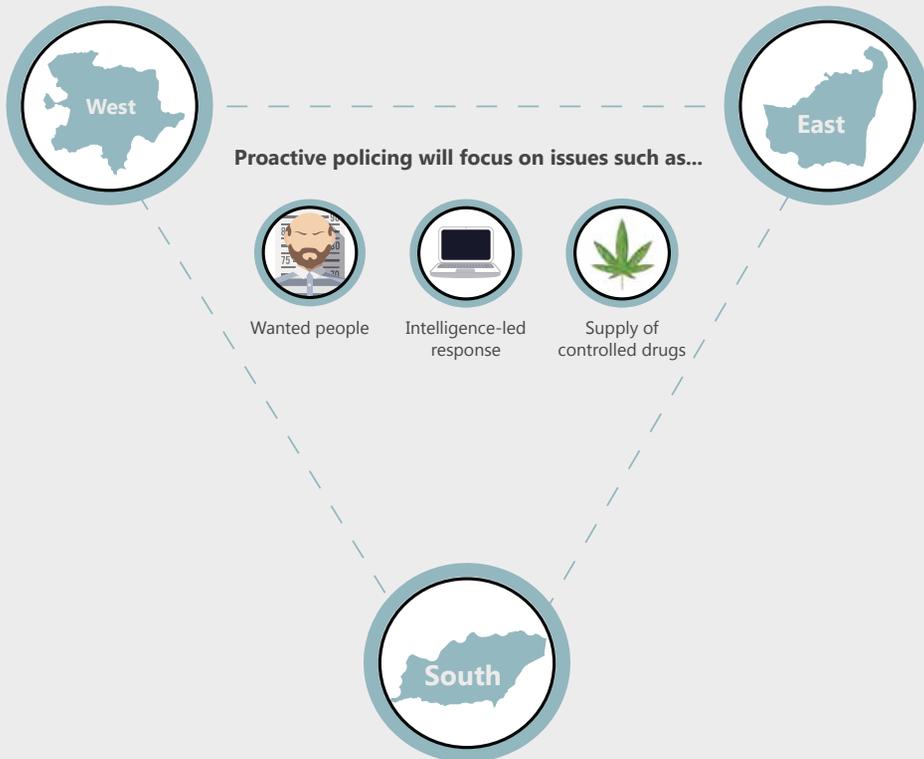


Vulnerable communities

## Maintaining Proactive Policing

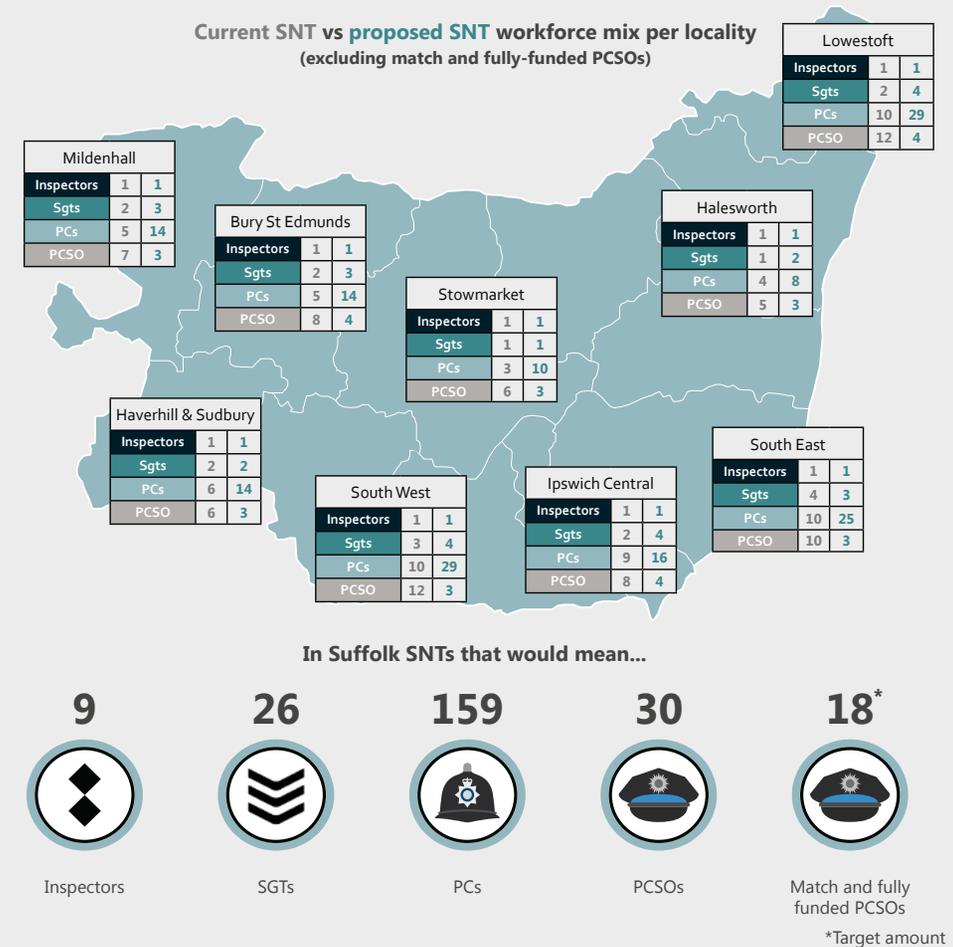
This year's decision of the Police and Crime Commissioner to increase the policing element of the council tax precept has allowed the constabulary to **maintain its commitment to proactive policing**. This will ensure the force is able to use appropriate policing tactics to **target those individuals who cause the most harm to communities**. Three geographically-based proactive teams will be retained and will support local policing or can be brought together to address wider issues affecting the county.

In addition, a county-based proactive team, named the **serious crime disruption team**, will widen its focus to **address high-threat and harm issues** including sexual violence, exploitation and the supply of controlled drugs. Police support investigators will be added to these teams to provide additional capability with digital media investigation being utilised to recognise the **online nature of much of this criminality**.



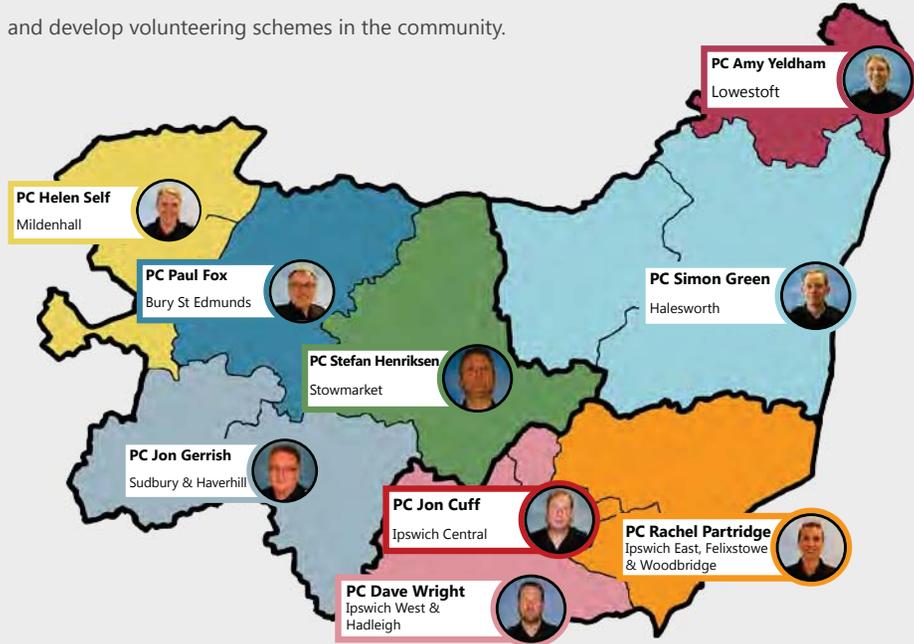
## Restructure to enhance Safer Neighbourhood policing

It is proposed to move 104 police officers into SNTs, as well as civilian investigators, from centrally-based investigations and proactive teams. **The additional number of officers in SNTs would mean volume crime investigation is undertaken by those teams ensuring local officers are dealing with local issues.** While the responsibilities on the SNTs will increase, the higher number of police officers will ensure the constabulary has the right resources in the right place at the right time. Police constable numbers in SNTs will increase from 62 to 159, in the roles of SNT PCs, link officer PCs and engagement PCs. There will also be seven more sergeants. Thirteen civilian investigators will continue in their role supporting SNTs. However, there will be a reduction in the number of PCSOs.



## Community Engagement Officers

On 18 June nine community engagement officers were introduced to work with SNTs. This dedicated resource of police officers is accessible and visible to communities and will enhance local engagement. The officers will provide timely and relevant information and support, and develop volunteering schemes in the community.



### Community Engagement Officers will be involved with...



### Tackling...



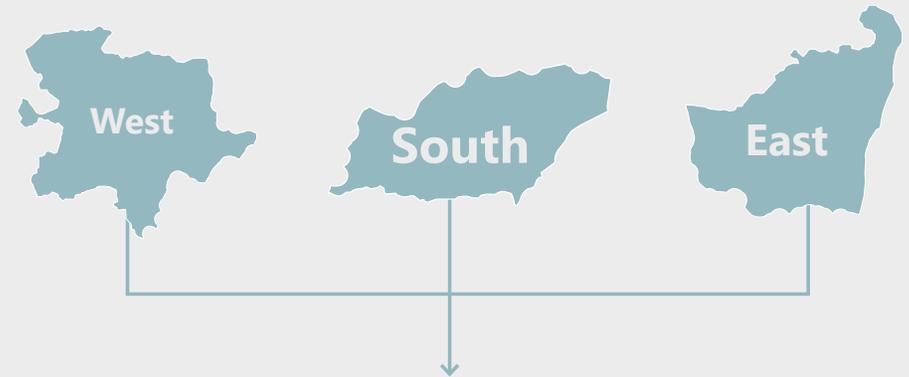
### and promoting...



## Neighbourhood and Partnership Teams

There is no longer one central community safety team. There are now **three neighbourhood and partnership teams (NPT) working within the area commands**. This change will ensure that preventive work and close links with partners is focussed locally and able to **meet the demands and challenges of communities**. The NPTs will be embedded within Safer Neighbourhood Teams.

Following a review of senior ranking roles, a number of savings have been made including the loss of a superintendent post. These savings were re-invested in an **inspector and sergeant, who will coordinate activity in line with local priorities**. They will additionally provide a force-wide operational lead for areas of policing such as licensing, rural crime and schools' PCSOs.



### Neighbourhood and Partnership Teams will feature...



## Civilianisation of our Public Protection Unit

The constabulary has worked hard to ensure it has the correct blend of skills and abilities in its workforce. Where roles do not require warranted police powers, such as making arrests, the force has looked at the opportunity to **convert police officer posts to police staff**.

The constabulary has begun a carefully-phased approach to civilianise its Public Protection Unit which manages registered sex offenders in the county. This allows savings to be made without compromising the effectiveness of managing these offenders.

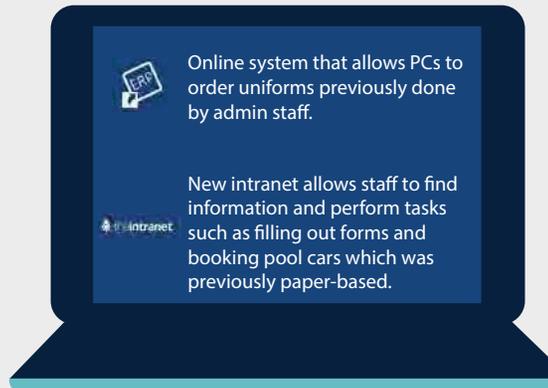
Offenders will continue to be managed to the highest standards by specially-trained civilian PPU officers and led by a PPU manager. This phasing-in will take place in stages to allow for a smooth operational transition and ensure the public are protected.



## Business Support and Administration

In June changes were made to internal business and administrative support areas. The number of business support officers and administration clerks were reduced, therefore decreasing costs.

The new structure meets demand and makes use of the technology available, such as internal self-service administration.



## Public feedback

The Police and Crime Commissioner Tim Passmore holds public meetings during which a wide variety of issues are raised. We have used this feedback to help formulate our new local policing teams.

### You said...

“ We have concerns over police officer visibility ”

“ What are you doing about drug activity and associated anti-social behaviour ”

“ We want a resource that would be responsible for community intelligence, and feedback to the community any action taken ”

“ There should be a local resource that can work throughout the evenings and into the night ”

“ There is a need to work with other agencies to find sustainable solutions to challenges such as dealing with mental health issues ”

### We propose...

“ Engagement officers and more proactive policing ”

“ More police officers into local policing including link officers ”

“ Creation of Neighbourhood and Partnership teams ”

“ Creating 40 police officer posts by using some of the money currently spent on employing PCSOs to ensure we can achieve this ”

“ Link officers to work within the community, and the creation of Neighbourhood and Partnership Teams ”



SUFFOLK  
CONSTABULARY