

# CONSTABLES COUNTY

SPECIAL EDITION - DECEMBER 2015



## ALL CHANGE FOR SUFFOLK

Information for partners, stakeholders and communities

# A TYPICAL DAY IN SUFFOLK

Based on Jan-Dec 2014

On average:



**224**  
emergency 999  
calls received



**501**  
incidents are  
recorded



**33**  
On average **1** of these  
arrests will be for  
sexual offences



**89**  
crimes are reported



Deal with  
**59**  
ASB incidents

## DAY IN



Officers will deal with, amongst other crimes, approximately **4** dwelling burglaries, **37** thefts, **7** thefts from a motor vehicle, **1** theft of a motor vehicle, **22** violent crimes, **1** robbery, **2** sexual assaults, including rape.



Officers will record approximately **24** crimes relating to domestic abuse.



Staff in the High Tech Crime Unit will deal with around **10** requests for electronic analysis of mobile phones or computer devices to assist in crime investigation.

**37%**

of demand is related to mental health\*



Respond to approximately  
**7 missing persons**

Officers will receive  
calls about



**66**  
incidents on Suffolk's  
roads, including **one**  
collision where someone  
is killed or seriously  
injured

\*National figures state that 20 - 40% of police demand relates to mental health.

Policing in

# Suffolk



## Improving for you



More than **£20 million**  
already delivered in  
savings



Working in partnership  
to improve community  
services



Harnessing technology  
and innovation to fight  
crime more effectively



The right workforce mix  
of warranted officers,  
PCSOs, police staff and  
volunteers



Available **24/7** through  
enhanced online services



Continued increase in  
public confidence in  
policing through a focus  
on quality of service



Gareth Wilson  
Temporary Chief Constable



Tim Passmore  
Police and Crime Commissioner

**We are about to embark on the next stage of our change programme, and as a valued partner or member of the community, we would like to update you on the plans being progressed.**

As you are aware, we are working towards bridging a funding gap of at least £20.5 million by April 2020. It is possible that further reductions in government funding will be announced as part of the Autumn Statement later this month, so we, along with all forces nationally, are preparing for the need to accelerate planned savings.

These financial pressures, coupled with a stark change in the nature of crime and incidents in recent years, mean that the Constabulary's current structure needs to transform and modernise to continue to deliver high quality policing into the future.

Our recent strategic assessment clearly outlines a significant departure from 'traditional crime' and an emphasis on vulnerability and specialist crime areas. This is a shift that is reflected nationally and we are now dealing with much more crime that affects the most vulnerable in our society.

A number of projects are underway to respond to these challenges. Significant progress has already been made following the first phase of the Suffolk Local Policing Review and through the progression of collaborative arrangements with Norfolk Constabulary and other partners. A recent HMIC inspection praised our response to the savings challenge so far and we are extremely proud of the work carried out to date.

The changes outlined in this document involve a re-design of our local policing model, along with staff reductions in a number of shared support functions. The changes are significant and will result in a reduction in our workforce. We are already an extremely low cost force, the fourth lowest in the country, costing considerably less per head of population than the national average.

Over 80% of our budget is spent on people, so our workforce model has to change to make our services sustainable.

**The Police and Crime Commissioner's gross income for 2015 - 2016 is £120.9 million.\***

**Since the start of the Comprehensive Spending Review Period in 2010, £20.8 million has been identified in savings, £12.4 million of which has been achieved through collaboration.**

**£15 million of the £20.5 million required savings have been identified, in part by the changes detailed here, leaving a known deficit of £5.5 million which will be identified in future projects.**

**Approximately £3.1 million will be delivered in 2016/17 through the Suffolk Local Policing Review (£2.7 million) and the review of shared support functions with Norfolk Constabulary (£420,000).**

**\* This includes operational income and specific grants (£7.8m), Ministry of Justice grants (£0.8m) and PCC funding for crime & disorder initiatives (£0.7m), with the balance of £111.6m providing funding for policing the county.**

Not all of the changes are about saving money. We are also re-designing to be more efficient and to be able to respond to current and future challenges. This is about doing things differently, enhancing our services and protecting our communities. We have therefore developed a vision for policing for the next five years which will guide our work going forward and which will be communicated as part of the implementation of our plans in the coming months.

We would like to reassure you that the changes being made are

the result of detailed business cases that have been developed following consultation with staff, partners and stakeholders, alongside extensive analysis of our demand.

These business cases have then been subject to scrutiny from senior leaders across the organisation, as well as the Office of the Police and Crime Commissioner.

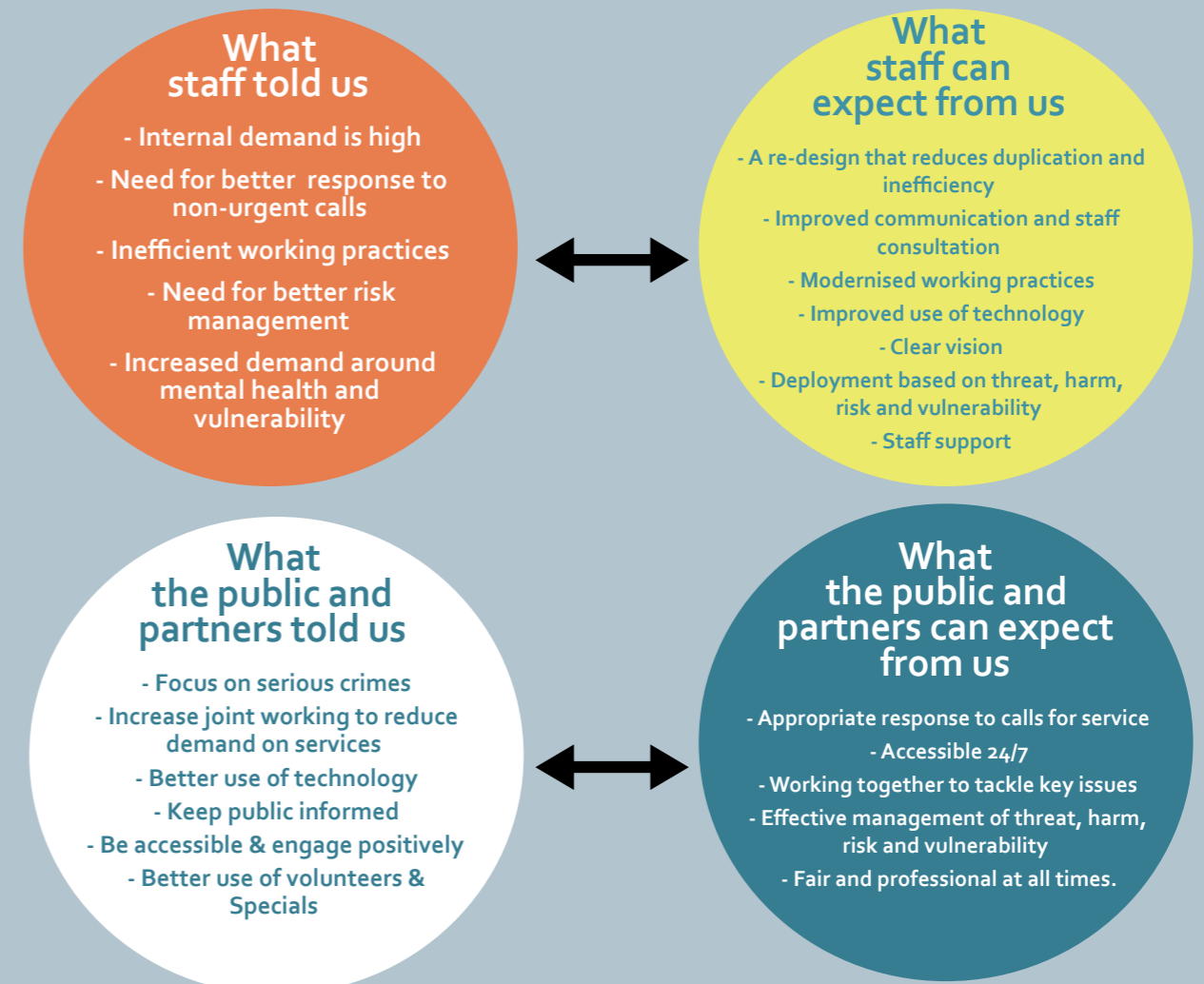
Whilst we progress the re-design of our services, our priority at all times will be the protection of our

communities and the delivery of the priorities set out for us within the Police and Crime Plan. We will continue to update you as we implement our new policing model and will ensure our communities are kept informed of our progress.

We are confident that together we can work to continue to improve the services we deliver to our communities and ensure that Suffolk remains a safe place in which to live, work travel and invest.

# What people think

Wide ranging consultation has taken place with officers, staff, stakeholders, partners, businesses and members of the public to gauge views and opinions on proposed changes. The views of stakeholders are integral to the development of the proposed model and have been a key influential factor in the re-design.



# Suffolk Local Policing Review

The Suffolk Local Policing Review is the most significant review of our local policing service for many years and will see us change the way in which we deliver local policing functions from the initial call for help, to the resolution of an incident.

The re-design is looking at better ways of structuring our policing resources, along with using the best technology available to make us more efficient. This will be strengthened by stronger and more joined-up partnership working with other public services across the county to both reduce demand and create innovative ways of working.

Phase 1 of the review is already complete and has delivered £3.3 million in savings through the reduction of 63 police officer posts and three PCSO posts through natural turnover.

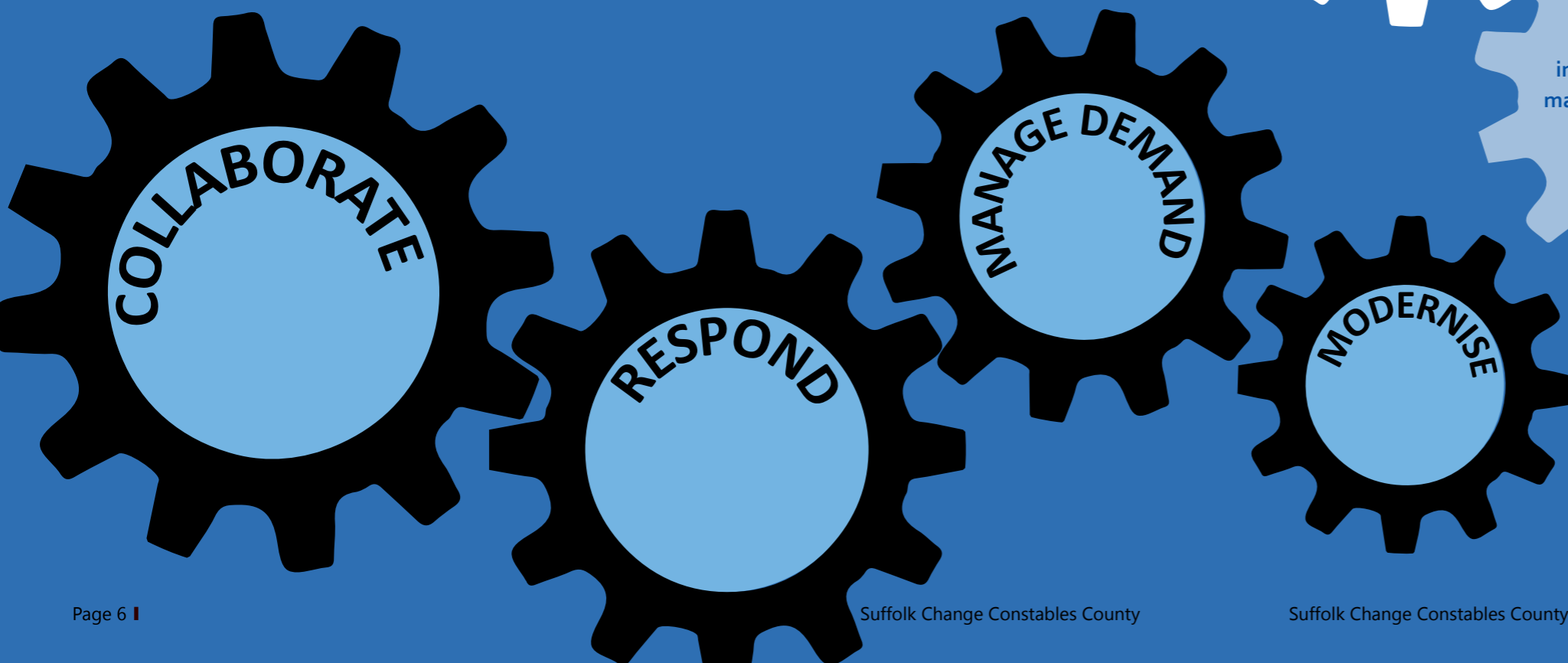
The second phase of the review is underway and has a savings requirement of £5 million over the next two years.

Phase 2 of the review proposes changes in five key areas:

- Neighbourhood Policing
- Community Contact
- Investigations
- Emergency Response
- Community Safety

Phase 3 of the Local Policing Review will contribute towards the remaining £5.5 million yet to be identified.

The four principles which have guided the work of the review are:



## Key Changes

- A revised county policing map with redefined 'locality' areas led by an Inspector.
- A reduced number of Safer Neighbourhood Teams (SNTs), strategically placed to respond to local demand.
- A revised workforce, resulting in the right mix of warranted frontline police officers and PCSOs to deal effectively with today's policing challenges.
- A redefined remit for SNTs to ensure that bureaucracy is reduced, visibility is preserved and local issues are addressed in the most effective way.
- A reduction in the number of police station front counters, with revised and improved methods of community contact to ensure we are available and accessible to all.
- Enhanced online presence to ensure that 24/7 online communication is available to all.
- An enhanced process for investigations, enabling incidents to be dealt with by the best resource, improving the service to victims.
- An increase in the number of officers in investigative roles who protect vulnerable people and deal with the most serious crimes.

- Our emergency response teams have a refined role to deal with the most urgent calls based on threat, harm, risk and vulnerability.

## Benefits

- An operating platform that is fit for purpose and affordable, delivering the savings and reflecting changing demand.
- A flexible workforce with the right skills to deliver excellent service.
- Excellent local policing delivered in partnership.
- Improved victim satisfaction and confidence.
- Delivers the Police and Crime Plan objectives.
- Modernising working practices through better use of technology.

# The new county policing map

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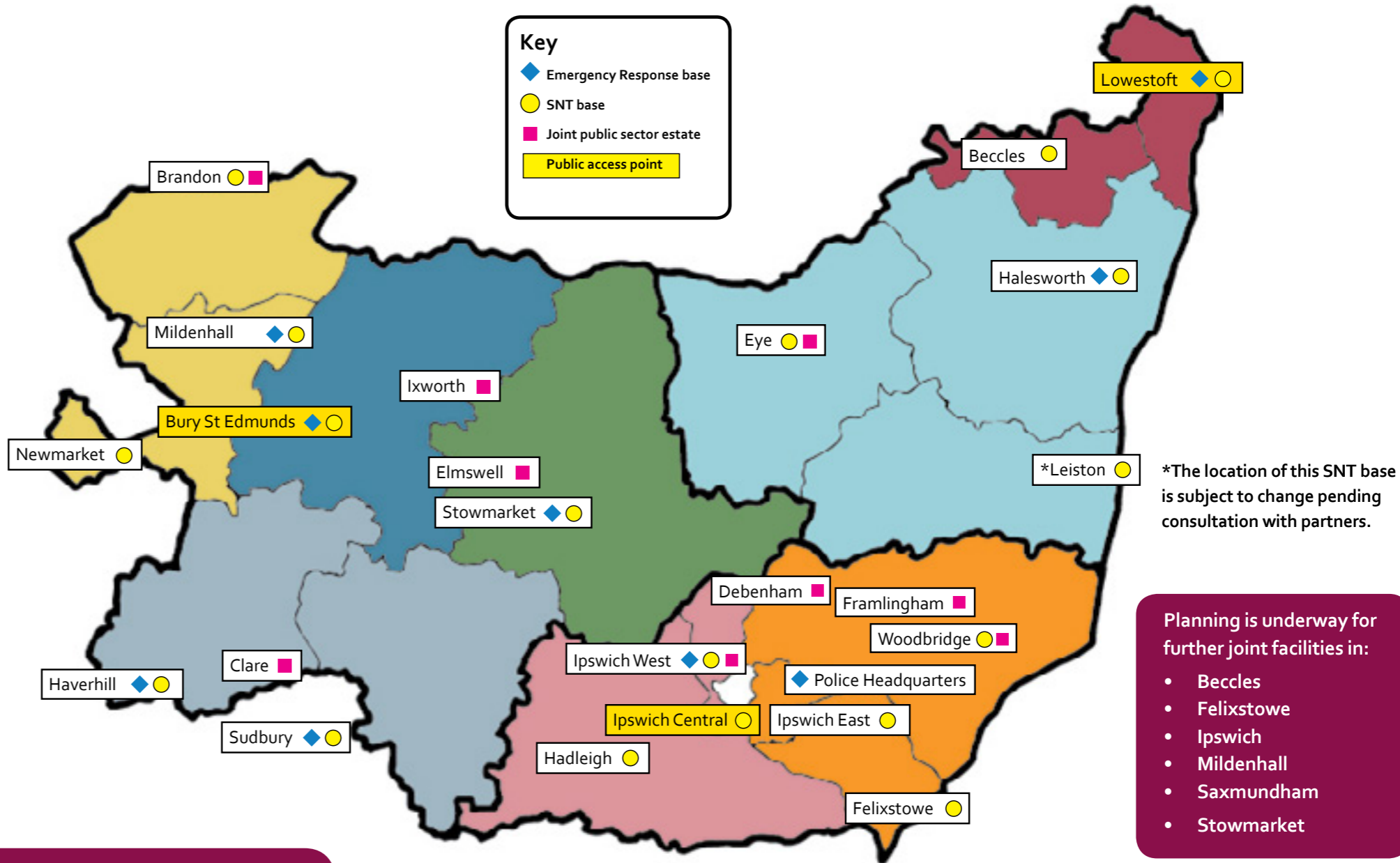
Three area-based commands.

9

Nine policing 'localities' 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.



## Key Changes



- Reduction of Safer Neighbourhood Teams (SNTs) from 29 to 18 with a redefined remit.
- Reorganisation of our policing areas from 15 to 9.
- A reduction in police bases from 33 to 18.
- The roles and work of Operational Partnership Teams will be embedded within the new SNT model.
- Reduction to 3 public access points.

## Key Benefits



- The creation of a flexible workforce with the right skills to deliver excellent service.
- Strategically placed SNTs will ensure that all areas of the county are provided with this service, located according to demand.
- A focus on increased prevention and reduced demand by working closer with partners will provide an improved service to communities.
- New model supports increased partnership working.

## A streamlined workforce

To achieve the future model, the following staff reductions will be made across the county policing command (CPC):

\*Some of the funding for these posts will be re-invested into police staff posts within investigations.

Post	Before	After	Reduction
Inspector	30	26	4
Sergeant	100	94	6
Constable	573	557	16*
PCSO	166	98	68
Police staff	66	49	17

Figures refer to funded full time equivalent posts in departments covered within the Suffolk Local Policing Review. Because a number of vacancies are held by the organisation, the actual number of people affected by the reduction is lower.

# Emergency Response

The county's emergency response teams will be based in each of the nine 'locality teams'.

When a call is made to the control room requiring urgent police attendance, our teams will be there to help.

## The role of the response teams will be:

- To provide an efficient and effective management of emergency calls 24-7;
- To effectively manage threat, harm and risk;
- To conduct initial investigations and manage those which have a quick resolution.

They will:

- Attend to emergency calls requiring a rapid response;
- Attend road traffic collisions;
- Search for high risk missing people;
- Respond to reports of violent crime;
- Care for victims and witnesses;
- Gather evidence;
- Carry out initial investigations into crime and anti-social behaviour.

# Key Changes



- Forty officers will be moved from response into investigations.
- Emergency response officers will be ring-fenced to deal with the most urgent calls for help.
- Significantly reduced requirement to attend less urgent calls
- Non-urgent calls will be dealt with by the new Incident and Crime Management Hub (ICMH) or Area Investigation teams.
- Removal of 'diary car' function, which will be resourced by the new Neighbourhood Support Teams.

# Key Benefits



- Response resources are protected to deal with the most urgent calls .
- Positive effect on response times.
- Improved pro-active ability to deal with and prevent crime.
- More visible as less time is desk-based, due to support from ICMH & NSTs.

# Community Contact



The review of community contact has looked at how the Constabulary can more effectively communicate with and provide an accessible service to communities both now and in the future.

Future planning across the organisation is embracing advances in technology and the constantly changing methods in which the public choose to communicate.

Members of the public contact the Constabulary for a variety of reasons, from reporting serious crime, to requesting advice and support. Significant improvements have already been made, and are being planned, to make sure that the response provided is the best it can be, whilst also delivering savings.

An assessment of threat, harm, risk and vulnerability now guides the police response to any call for service, whether it is on the phone or in person. This allows us to assign the most suitable resource and to provide the best possible response to the individual.



## Who does it affect?

- Response officers



## Who does it affect?

- Station clerks
- Call handlers

# Contact and Control Room (CCR)

The CCR is the first port of call for the majority of people who phone the police, either on 999 or 101.

THRIVE has been introduced into the CCR and enables calls to be assessed on the threat, harm and risk.

Staff within the CCR have been trained in the new procedure and make decisions based on the needs of the caller. It allows them to decide whether the issue requires an urgent emergency response or is something less urgent, and allows them to identify vulnerability and the incidents causing the most harm.

Since THRIVE was introduced there has been a reduction in the number of non-urgent incidents to which officers are deployed – reflecting a successful move to resolving a call quickly rather than unnecessarily sending a police response.



## Redefined roles

In the new model, SNT officers and staff will fulfil core roles that respond to demand, and are adapted to each locality team. These roles are:

### Vulnerability and Safeguarding

Such as domestic abuse, victim support, hate crime/mate crime, cybercrime, and supporting members of society with additional needs.

### Community Engagement

Such as dealing with local issues and concerns and looking at areas such as emerging communities, schools and youth engagements, Community Speed Watch and Prevent.

### Demand Management

Such as mental health, Suffolk Family Focus, anti-social behaviour (ASB) and licensing.

### Crime Reduction

Such as retail crime, rural crime - including Shop Watch and Farm Watch and business crime.



## Who does it affect?

- PCSOs
- SNT officers

Sixty eight PCSO posts will be removed from county policing in the new model as part of the re-design of SNTs. This will ensure that the right mix of multi-skilled, warranted police officers, along with community-focused PCSOs can be retained whilst delivering the savings required.

New shift patterns aligned to support demand, with PCSOs focussed around core partnership working hours.

New core roles for PCSOs have been identified and locality teams will be bolstered by volunteers and Special Constabulary members to ensure visibility, reassurance and engagement remain key community policing concerns.

## Doing things differently

There are a number of roles currently carried out by SNTs that can be delivered in a different way to make them more efficient, bringing the best result to the community and to the Constabulary.

Examples include:

### DOING MORE

#### Accessibility:

PCSOs will work on focussed community engagement activities, supporting local concerns and community needs, supported by specials and volunteers.

#### Problem solving:

The good work of Operational Partnership Teams will continue, embedding their role and remit throughout SNTs enabling more integrated multi-agency work to tackle local problems.

#### Focussed work:

SNTs will focus on 'microbeats' – high demand areas that need dedicated work to prevent crime and anti-social behaviour causing harm to communities. They will further the good links in place with groups and organisations that play a key role in addressing communities issues, working together to make communities feel safer.

### DOING DIFFERENTLY

#### Public priority setting meetings:

'Virtual' meetings will be established where members of the public can submit their comments on areas of concern. Teams will use this information, and will liaise with partners whilst analysing crime trends to identify local priorities.

#### Parking enforcement:

Work is underway with district, borough and county councils to transfer responsibility for parking enforcement to the local authority, a move in line with the vast majority of the UK. This will allow PCSOs to spend more time on local problem solving.

#### Match-funded PCSO schemes:

We will work with partners involved in the match-funded scheme to find ways of funding their existing PCSOs in alternative ways. We will also look at different ways of joint funding other posts in the future.

# Investigations

The way in which investigations are carried out within the Constabulary will be transformed as part of the Local Policing Review. Following the shift in the type of crime being reported, resources need to be re-aligned to respond and provide the most effective service.

This investment and re-design will result in an enhanced and streamlined service.

## Why do we need to make changes?

- The nature of crime is changing, with more reports of incidents relating to those most vulnerable, including child sexual exploitation, cyber crime, domestic abuse and serious and organised crime.
- More crime is being committed online.
- The cost of investigations is increasing as they are more complex and often involve the forensic examination of technological devices.
- More investigations involve joint working with partners such as Local Authorities and government agencies.
- Technological advances mean that many investigations can be dealt with effectively online or over the phone.
- There is a need to standardise investigations across the county.

## Key Changes

- Re-introduction of proportionate investigation based on THRIVE and review of our current CCTV policy.
- The introduction of the Incident and Crime Management Hub (ICMH) combines the current Service Desk and Investigation Management Unit – and provides an initial point for investigators to set out plans for non-urgent crime reports and to carry out desk-based investigations for volume crime that is low-risk.
- Investigators in the ICMH will be supported by new 'Neighbourhood Support Teams' (NST) to deal with non-urgent calls for service and investigations requiring deployment of an investigator.
- The NSTs will be based at Ipswich, Bury St Edmunds and Lowestoft and will be aligned to the three new command areas. The NSTs will work as part of area investigation hubs alongside existing CID, Safeguarding and pro-active Scorpion teams.
- There will be 79 officers and 20 support staff investigators working within the ICMH and NSTs. These posts will be created through a redeployment of officers and the civilianisation of a number of posts.



## Key Benefits

- More crimes will be recorded and resolved at the first point of contact
- Our resources are used more effectively, reducing internal duplication and providing a better initial response to crime reports.
- Decisions are made based on the complexity of crime rather than the category.
- Area based teams work with a 'one team' approach, ensuring information is shared and the correct resources are allocated.



# The new model



## Cyber crime

Some staff in the Incident and Crime Management Hub (ICMH) will be trained and accredited to deal with cyber crime. Whilst serious and protracted cases will be dealt with by the joint Cyber & Serious Crime Unit, trained staff within the ICMH will lead on less serious cases. The staff will work as a 'virtual' Safer Neighbourhood Team, covering the county.

Not only will they be able to obtain evidence from devices to complete prosecutions but they will also be able to provide advice to victims to prevent future problems. The links between the ICMH and the MASH will also ensure that people identified as being vulnerable to cyber crime are given appropriate advice and protection.



## Who does it affect?

- Service desk staff
- Desktop Investigation Unit (previously IMU)
- Investigative Response Team staff
- CID investigators
- Response officers



## A change in demand

An analysis of the demand placed on our police station front counters has been carried out shows a significant decrease in the number of people using these facilities. It also shows a marked difference in the number of people who visit front counters in large towns compared with the number who visit those in villages.

A number of front counters will close and our opening hours will change to reflect this change in demand.

## Website

Work is underway to enhance the accessibility and services offered by our website. This will result in a broader and greatly improved customer service experience, allowing members of the public to easily access the information they need and to carry out a range of police-related tasks online. The new, smartphone-enabled website.

## New Model

Public access points at police stations in:

- Bury St Edmunds
- Ipswich
- Lowestoft

Opening hours:

Mon - Fri 9am-5pm  
Sat - 10am - 6pm

All other police station front counters will close, but the stations will remain as operational police bases.

Intercoms will remain in operation outside all police stations, providing visitors with direct access to the CCR 24 hours a day, 7 days a week.



## Who does it affect?

- Public access officers
- Station clerks
- Call handlers

The Constabulary's Community Safety team is a countywide resource which focusses on prevention and reduction of crime and anti social behaviour in partnership with local communities and other agencies.

The review of the team focussed on ensuring that the new roles and remits in the department support the changing demands on both the organisation and our county-wide partnerships.

A series of changes to the team have been agreed which will result in the creation of new roles, designed to respond to the 'Hidden Harm' agenda. Specialist roles will be introduced to work on areas such as mental health, vulnerable people, rural crime, young people and ASB.

## Key Changes



- Radical redesign of roles
- Creation of a new 'Design out Crime' officer role, combining the Crime Reduction Officer and Architectural Liaison role.
- New posts dealing with mental health, rural crime, young people and ASB.
- Creation of safer communities officer, replacing the current community watch liaison officer.

## Key Benefits



- Roles and functions will be aligned with the functions of SNTs and the priorities of the Health and Wellbeing Board and Safer Stronger Communities.
- The creation of omni-competent roles to support the work of SNTs within each locality.
- Develops roles in line with emerging crime types and the partnership Hidden Harm agenda.
- Creates an effective platform for future integration with the community safety roles within the Fire Service and County Council.
- Puts police officer posts back into operational policing and away from back office functions.



## Who does it affect?

- Police officers and police staff within the Community Safety Unit.

## Key Changes



- Enhanced online presence to ensure that 24/7 online communication methods are available to all.
- A reduction in the number of police station front counters from 18 to 3.
- A reduction in the number of staff employed to work at front station counters.
- Significant change to opening hours based on demand.

## Key Benefits



- Improved methods of community contact to ensure we are available and accessible to all, reflecting the needs of communities.
- Resources are used in more efficient ways - reflecting the analysis of demand which has shown a change in the way people want to contact us.
- Calls for service are assessed on threat, harm and vulnerability - providing the right response at the right time.



## Shared support functions

The Constabulary has implemented a range of successful collaborative projects with Norfolk Constabulary. These include the creation of a number of joint departments serving both counties.

A number of changes and reductions to these departments have been agreed to further improve service delivery and to help deliver the savings required.

These changes will now be progressed in line with agreed processes of change across the Constabularies. Staff posts will therefore be reduced in the following areas:

- Business Support (ICT, Estates & Facilities, Transport Services)
- Protective Services
- Justice Services

A number of posts have been reviewed and will result in reductions in both organisations.

In some departments, new roles will be created as working practices are re-designed to make teams as efficient as they can be. In these cases, all affected staff will be informed of any selection processes that will be carried out to appoint individuals to the new posts.

Affected staff will be placed 'at risk' and every effort will be made to offer them alternative employment within the organisation.

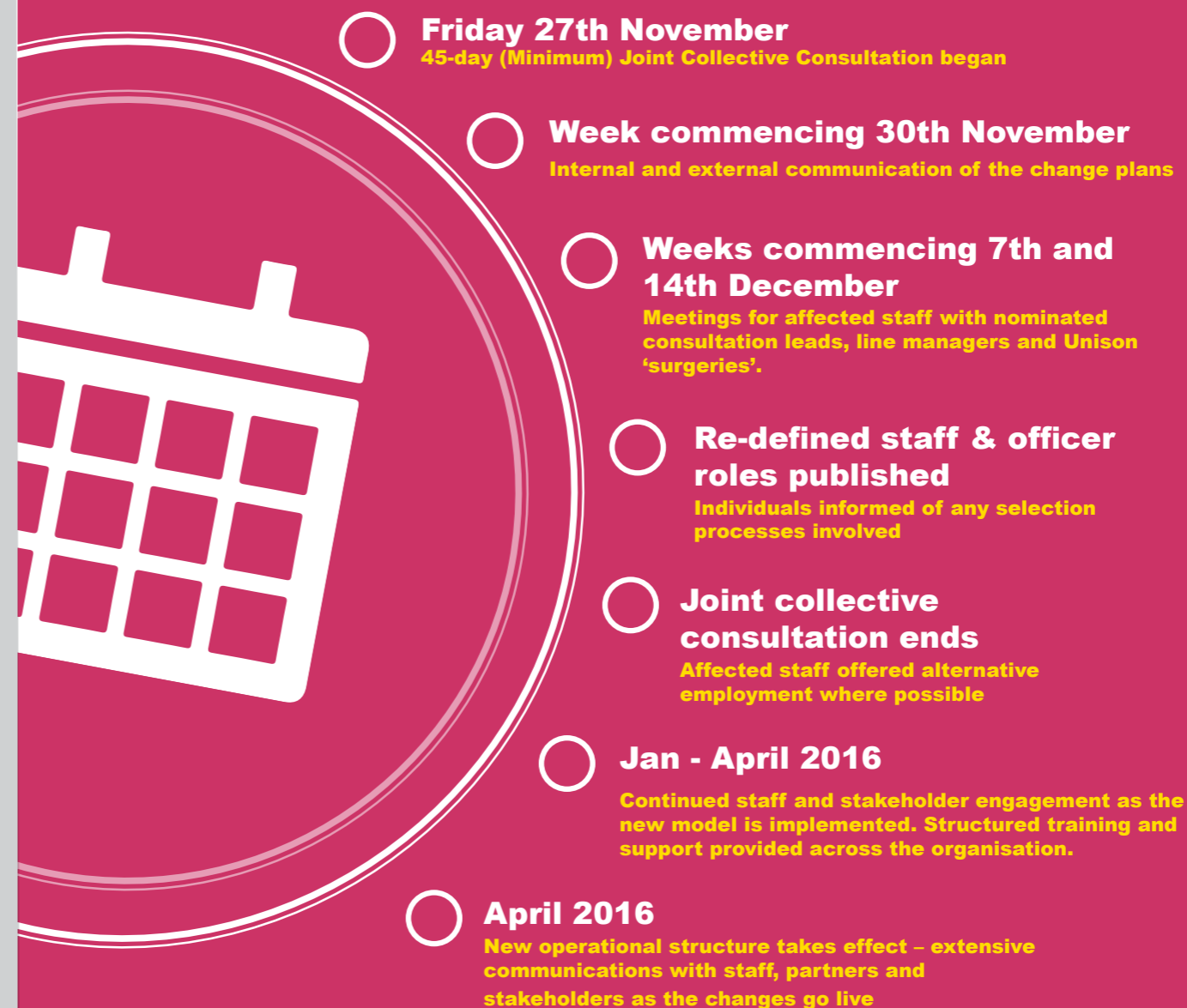
The reductions in shared support functions are forecast to realise savings of approximately £420,000 towards the funding gap faced by Suffolk.

## Implementation

The business cases outlined within this document have been agreed following a strict governance process to ensure that the proposals result in the savings required and a continued improvement to our services.

Communicating these changes to affected teams and the wider workforce, ahead of our communities, has been of key importance and has also instigated the beginning of the consultation process linked to the numerous HR changes that are involved.

A detailed timeline for the implementation of the changes has therefore been planned to ensure the effective delivery of the re-design whilst avoiding any adverse effect on our day to day delivery of local policing.



## Keeping you informed

As changes to our services are implemented, partners and the community will be updated regularly.

If you would like to discuss any of the changes outlined with a member of the Constabulary change team, or if you have any comments or suggestions to make, please send an email to: [suffolkchangeteam@suffolk.pnn.police.uk](mailto:suffolkchangeteam@suffolk.pnn.police.uk) or the Police and Crime Commissioner at: [spcc@suffolk.pnn.police.uk](mailto:spcc@suffolk.pnn.police.uk). Please also get in touch if you would like to request a formal briefing to a meeting of your members or colleagues.

# Leadership

# Technology

# Partnership

The changes outlined within this document are significant and far-reaching, but are just a small part of an overarching programme of re-design that began some time ago and will continue into the future.

As the savings challenge continues, chief officers are committed to striving for continued improvement of the services provided to our communities and a focus on demand analysis so that we understand better the threat, harm and risk facing us.

The re-design of local policing is just one part of this journey. A huge amount has been achieved and plans are underway to find other ways of improving service whilst continuing to deliver savings.

In order to implement the changes successfully, it is crucial that we have the support of our leaders across the organisation.

We will involve staff in the re-design rather than impose change upon them, and equip our leaders with the information and support they need to assist our teams.

The organisation has a successful track record in implementing change and in protecting the quality of our service. Our staff possess the skills and abilities to respond to the challenge ahead and we are confident that together we will create a policing model that better meets the demands of today.

It is crucial that we continue to harness innovations in technology to equip our teams to fight crime, improve the efficiency of our support functions and increase accessibility.

### Already we have:

- Implemented Athena across the organisation, allowing us to share crime, intelligence and custody information with our regional colleagues and streamline processes from crime reporting to the justice system.
- Rolled out toughbooks to our police officers – allowing them to work remotely and removing the 'tie' to police stations.
- Invested in the latest Automatic Number Plate Recognition technology to use up-to-date

intelligence to help us locate offenders using our roads.

- Piloted body worn video cameras for our frontline officers to help us capture evidence of incidents in action, improve the confidence of the public and act as a deterrent to offenders.
- Introduced Webstorm into our Control Room, giving us better control and knowledge of our live-time resources and allow us to draw on regional support more easily.

### We will:

- Progress our digital strategy to ensure the Constabulary continues to make the best possible use of technology.

- Progress the further roll out of Body Worn Video.
- Introduce an IP Telephony system for the Contact and Control Room enabling customers to receive a better and quicker service through voice recognition and use of the key pad.
- Create new internet and intranet sites delivering improved 'Self Service' for colleagues, partners and the public.
- Create an improved Criminal Justice Information Service, enabling partners involved in prosecution cases to access material without making numerous requests to case officers.

Working more effectively with partners both locally and regionally will be key in providing efficiencies across the public sector and we are committed to furthering these joint ways of working.

### Already we have:

- Set up a number of joint facilities with colleagues in the fire service, sharing buildings and co-locating our teams.
- Successfully secured more than £5m in funding through the Government's Transformation Challenge Award to further

collaborative working in the public sector in Suffolk.

- Worked with partners to set up the Multi Agency Safeguarding Hub to help provide vulnerable victims and witnesses with help and support provided by the most suitable agency.
- Supported projects such as 'Lowestoft Rising' and 'Sudbury Connect' - bringing key service providers together in a local area to target issues within specific areas, providing a joined up approach to problem solving.

### We will:

- Look for further opportunities for blue light integration to find ways of better sharing resources and expertise to provide the best services possible to those who need us.
- Introduce a mental health nurse into our Contact and Control Room to provide specialised support to members of the public who call us with a mental-health related concern.
- Work with our partners to expand the 'Connect' projects across the county.



# CONSTABLES COUNTY

SPECIAL EDITION - DECEMBER 2015