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

In setting this plan I have taken account of the Police and Crime Commissioner’s Plan for 2017 – 21, and our Force Management Statement.

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.

Suffolk Constabulary will work hard to stop crime happening in the first place with a renewed focus on preventing harm, particularly concerning the most vulnerable in our communities. Much of our work will continue to be done in collaboration with Norfolk Constabulary.

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.
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

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

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

Force Plan 2020/23

SUFFOLK CONSTABULARY

ACHIEVING THE NATIONAL POLICING VISION 2025 - KEEPING THE PUBLIC SAFE
Priority Outcomes 2020/23

Operational

- 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.

Organisational

- 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.
<table>
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<tr>
<th>Priority Outcome</th>
<th>Focus for the Force</th>
<th>Measures of Success</th>
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| Proactive policing to catch criminals. | The force will focus on:  
- Organised crime and drug supply.  
- County Lines and urban street gangs.  
- Serious violence.  
- Serious sexual offences.  
- Neighbourhood crime.  
- Modern slavery and human trafficking.  
- Cyber crime and fraud. |  
• Reduction in violent crime, particularly knife crime.  
• Effective identification & more disruption of the most impactful organised crime groups.  
• More disruption of County Lines and urban street gangs.  
• Reduction in personal robbery.  
• Reduction in neighbourhood crime (burglary, vehicle crime and theft).  
• Tackling criminals causing the most harm.  
• Increasing our capacity and capability regarding proactive policing. |
| Quality crime investigations to improve service to victims. | The force will focus on:  
- Robbery  
- Burglary  
- Vehicle crime  
- Anti-social behaviour  
- Domestic abuse  
- Fraud/Cyber Crime |  
• An improvement in the quality and timeliness of investigations.  
• Improving standards of investigations.  
• Increase in number of positive outcomes.  
• Improve crime data integrity performance.  
• Obtain a grading of “good” from HMICFRS regarding volume crime investigations.  
• Increase the number of neighbourhood crimes that are solved or lead to a positive outcome. |
| Problem solving with our communities and partners. | The force will focus on:  
- An intelligent problem-solving approach.  
- A more multi-agency integrated approach with our partners.  
- Victims, offenders and locations presenting the greatest threat, harm and risk.  
- Delivering sustainable solutions. |  
• Develop and implement an intelligent problem-solving and evidence based policing approach.  
• Enhanced problem solving approach with partners focused on victims, offenders and locations.  
• Greater focus on offenders causing most harm.  
• Developing improved ways of identifying and addressing threat, harm and risk focusing on repeat offenders causing most harm in our communities.  
• Improved early intervention with partners |
| Building confidence and increasing satisfaction in Suffolk Constabulary. | The force will focus on:  
- Leading a programme of work to rapidly improve performance.  
- Carrying out a comprehensive public survey to better understand issues to focus on.  
- Identifying what improves confidence and satisfaction and implementing changes. |  
• Improved trust and confidence in Suffolk Constabulary.  
• Improved Suffolk’s position in the crime survey of England and Wales.  
• Improved our performance regarding the Victim’s Code of Practice.  
• Improved caller and victim satisfaction by creating a new Crime Co ordination Centre.  
• Improved the way we communicate with the public.  
• Increased representation of BAME, women and other under-represented groups with a focus on officers at all ranks. |
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| Creating Capacity to catch and convict criminals and keep the public safe. | 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. | - Actively progress Blue Light Integration.  
- Implement an improved operational tasking and coordinating process.  
- Implement a new performance management framework.  
- Expand our capacity and capability to innovate and continually improve. |
| Investing in our people and ensuring we are fit for the future. | Suffolk Constabulary will deliver an effective digital strategy adopting innovative business processes and cultural change to improve service to the public. | - Implement an attraction plan to reach and sustain establishment levels.  
- Sustain high performance in respect of staff surveys.  
- Increased understanding of the health of the workforce with particular focus on mental health and wellbeing.  
- Enhanced learning and development to ensure staff are able to deal with modern day challenges.  
- Improve understanding of future demand focusing on priorities set out in the Force Management Statement and Force Performance Framework.  
- Effectively introducing the Policing Education Qualifications Framework. |
| Leadership based on our values; everyone is a leader. | Enhance our investment in our leaders so they can be courageous leaders and fit to lead in line with our values. | - Deliver a new leadership strategy.  
- Implement a leadership programme for our 1st and 2nd line managers.  
- Reinforce the values of the organisation through leadership days.  
- Develop a data quality improvement plan in the organisation.  
- Improve the quality of supervision, particularly focused on volume crime investigations.  
- Delivery of savings to enable reinvestment in priority areas. |
| We will be courageous, innovative and ambitious exploiting technology. | 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. | - Exploit benefits from Windows 10 and Office 365.  
- Deliver the current policing strategy action plan.  
- Introduce a digital asset management system.  
- Introduce a digital evidence transfer system.  
- Deliver the digital public contact programme improving the way we transact, engage and interact with the public.  
- Introduce new technology to improve operational processes bringing about cultural and behavioural change. |