

Suffolk Constabulary

Police and Crime Plan Performance Progress Report



FEBRUARY 2016

Police & Crime Plan Objectives (September 2015)

Non-Athena Related Measures (to end December 2015)

Police & Crime Plan Objectives						
Objective	Measure	12 months to 31 Dec 15	Baseline ¹	Comparison to baseline ^{1,2}	Status ³	National ranking ⁴
Responding to Emergencies	999 Call Handling ⁵	90.3%	92.0%	-1.7%		N/A
	Response to Emergency Incidents	90.8%	91.1%	-0.3%		N/A
Preventing & Reducing	Anti-Social Behaviour Incidents	16,288	24,897	▼35%		N/A
	Victims' Satisfaction – Whole Experience	84.3%	86.6%	-2.3%		
Caring	Victims' Satisfaction – Follow-up	76.9%	79.4%	-2.5%		

Additional measures for Quality of Service

The following measures of quality are not included in the Police and Crime Plan but are included here to assist in delivering the high quality of service required to support the delivery of Police and Crime Plan objectives.

Quality of Service	Public Confidence – Police Do a Good Job ⁶	66.7%	64.2%	+2.5%		10th
	Public Confidence – Community Priorities ⁶	66.3%	63.4%	+2.9%		5th
	Public Confidence – Fair Treatment ⁶	72.4%	69.2%	+3.2%		3rd
	Public Confidence – Overall Confidence ⁶	79.1%	77.2%	+1.9%		11th

1. The baseline figures are static and represent the performance required by year-end to improve upon the three-year averages published at the start of the year.
2. The comparison to the baseline represents the last twelve months performance against the baseline.
3. The status graphic is a subjective assessment of current performance compared to the baseline. Symbol key: Meeting baseline target; Not meeting baseline target; Performance/measure improved; Performance/measure not changed; Performance/measure deteriorated.
4. Latest known rankings shown. For crimes recorded and solved, data is collected from police forces by the Home Office and rankings published monthly, those shown being for the period September 2014 – August 2015. Public Confidence and Victim Satisfaction rankings are published quarterly by the Office for National Statistics from respondents to the Crime Survey of England & Wales; the period of the latest data is shown at footnote 6. Anti-Social Behaviour rankings are published annually, the latest being for the financial year 2013/14. Rankings are out of the 43 Police Forces in England & Wales, with the exception of data for Public Confidence which is of 42 (Metropolitan Police and City of London combined).
5. National guideline standard 90% (http://library.college.police.uk/docs/homeoffice/call_handling_standards.pdf)
6. These indicators are updated on a quarterly basis, the latest being for the period July 2014 to June 2015

999 Call Handling – Lead Officer: Supt (Operations)

Emergency 999 calls answered within 10 seconds

Calls received	Year to date 61,005	Last 12 months 78,679	3-year baseline 83,138	National rank N/A
Within target	Year to date 90.2%	Last 12 months 90.3%	3-year baseline 92.0%	National rank N/A

Performance

In the twelve months to the end of December 2015, the Constabulary answered 90.3% of 999 calls within ten seconds, against a target of 92%. Since April 2015 (this period is referred to as year to date) 90.2% of 999s have been answered within the target time. The overall volume of 999 calls continues on a downward trend, with the 78,679 calls in the 12 months to the end of December 2015 being 3.7% less than those recorded in the year to the end of December 2014.

Analysis

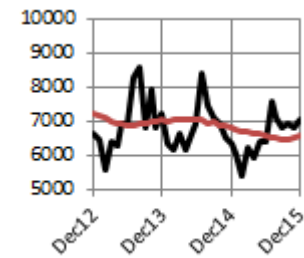
The CCR continues to prioritise emergency calls by using ring-fenced staff on 999 calls only. The delivery of Athena coupled with seasonal high demand over the festive period, has meant that 999 call handling performance remains just above the national measure of 90% (from the ACPO National Call Handling Standards).

Police Response

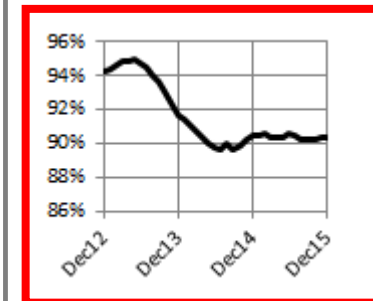
The CCR regularly receives spikes in emergency call demand, often about the same incident (for example, multiple drivers calling to report one collision). This continues to present challenges in the CCR particularly at times of the day when staffing is matched to low demand periods. During these times emergency calls outnumber staff available to answer calls.

The CCR continues to work with relevant teams and agencies to deal with misusers of the 999 system who contribute to emergency call demand.

Monthly & average demand



Rolling annual performance



101 Call Handling – Lead Officer: Supt (Operations)

Non-emergency 101 calls answered within 20 seconds

Calls received	Year to date 144,870	Last 12 months 187,021	3-year baseline 178,313	National rank N/A
Within target	Year to date 55.1%	Last 12 months 57.1%	3-year baseline 76.8%	National rank N/A

Whilst not a measure included in the Police & Crime Plan, information relating to non-emergency 101 call handling remains in this document to provide context to the 999 issues as above.

Performance Summary

In the twelve months to the end of December 2015, Suffolk received 187,021 101 calls. This is an increase of 2% compared to December 2014. The proportion of calls answered within twenty seconds has continued to decline, and remains below 60%.

Analysis

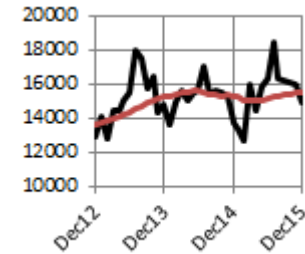
The introduction of the THRIVE system in April 2015 led to an increase in the duration of 101 calls, as CCR staff learned new procedures associated with it. Whilst average call durations are beginning to return to previous levels, the introduction of Athena (new crime system) has also impacted for the same reasons. It presents additional requirements to ensure that the call records contained sufficient details to record any offences disclosed. With the delivery of Athena and the initial backlogs this new system generated across the force, a higher volume of calls into the CCR was experienced. This caused a further decline in performance coupled with the protection of 999 performance as a priority as described previously.

999 calls are prioritised above 101 calls and will continue to be. This has been the clear focus for CCR staff.

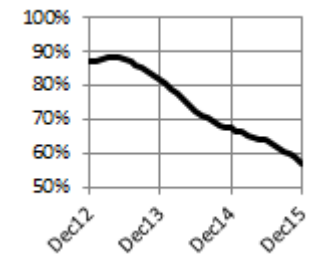
Policing Response

A recruitment process is underway to address the issue of under-staffing in the CCR. The THRIVE project has been in place since April 2015, and is now becoming embedded. Whilst the initial impact of THRIVE has contributed to a decline in call handling performance, the aim is to provide a better service to callers and to make a more accurate assessment of the issue to give the most appropriate policing response. The introduction of Athena and Home Office crime recording standards has also increased call length due to additional data required on incident logs to ensure crimes could be recorded on Athena without delay, but again, this should contribute to more accurate identification and recording of crimes reported to police.

Monthly & average demand



Rolling annual performance



Response to Emergency Incidents – Lead Officer: Supt (Operations) *Grade 1 emergency incidents attended within 15 minutes (urban) / 20 minutes (rural) of call receipt*

Incidents attended	Year to date 14,773	Last 12 months 18,793	3-year baseline 13,370	National rank N/A
Within target	Year to date 90.5%	Last 12 months 90.8%	3-year baseline 91.1%	National rank N/A

Performance Summary

In December 2015, the percentage of emergency incidents attended by officers within target times slipped just below the three year baseline target. Over the last twelve months, Suffolk officers have attended just over 51 emergency incidents per day on average, which is a rise of 20% on the twelve months to December 2014.

Analysis

Recent emergency response data shows that there are six local policing commands (LPCs) below the 90% attendance target Babergh LPC 89.6% (Rural) Beccles & Leiston LPC (Rural) 82.4% Forest Heath LPC (Rural) 89.3% Ipswich West LPC (Urban) 89.3% Lowestoft South LPC (Urban) 89.9% Mid Suffolk LPC (Rural) 83.8%, although the Constabulary performance as a whole remains above 90%. Whilst there may be a number of contributory factors this does reflect the rural nature of the locations and distance from response bases.

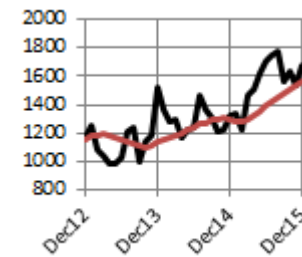
STORM Data from the first six months 1st January – 30th June of 2014 and 2015 shows an increase in Grade A attendances, set against a reduction in 999 calls received. It is worth noting that the CCR receives information from directly from CCTV, Ambulance and Fire services as well as reports from Officers on Airwave, all of which can result in the creation of an incident.

An increase in emergency incidents can also in part be explained by the introduction of THRIVE in April 2015. This has resulted in a better assessment of calls resulting in more emergency responses.

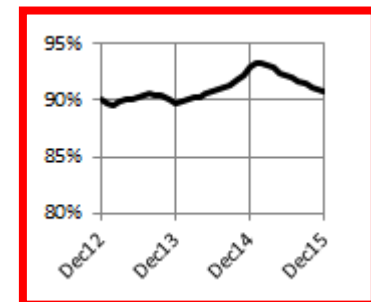
Policing Response

Daily auditing of emergency response failures has continued, monitored at the Force Daily Management Meeting (DMM). Where LPCs are not meeting the 90% attendance target, new deployment plans have been introduced (or existing plans reviewed) with the aim of improving response times in the future. LPCs continue to work with the CCR to improve response to emergency incidents.

Monthly & average demand



Rolling annual performance



Anti-Social Behaviour – Lead Officer: C/Insp. (Community Safety)

Recorded incidents finalised as any classification of Anti-Social Behaviour

Incidents recorded	Year to date 12,268	Last 12 months 16,288	3-year baseline 24,897	National rank 15/43
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Performance Summary

Volumes of incidents of ASB continue to decline in Suffolk (and nationwide). Suffolk has recorded around 1,500 incidents or less each month since November 2014, and in December 2015 saw the lowest levels of ASB recorded (since 2007).

Analysis

As discussed previously, the continued downward trend of instances of ASB is linked to a number of factors. The constabulary has improved methods of identifying and targeting problem solving of repeat victims, offenders and locations and made effective use of the new ASB powers which came into effect from October 2014.

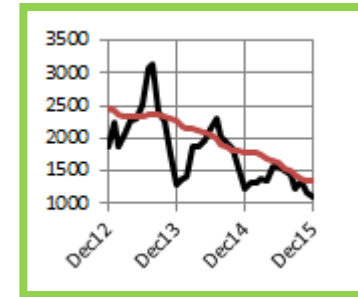
Furthermore, the ASB reduction may be linked to a cultural shift in social habits of young people. There is a perception that young people may be meeting their social needs online, rather than meeting in person and causing, or being perceived as causing Anti-Social Behaviour.

The decline in ASB incidents could also be linked to improved crime recording standards, discussed below.

Policing Response

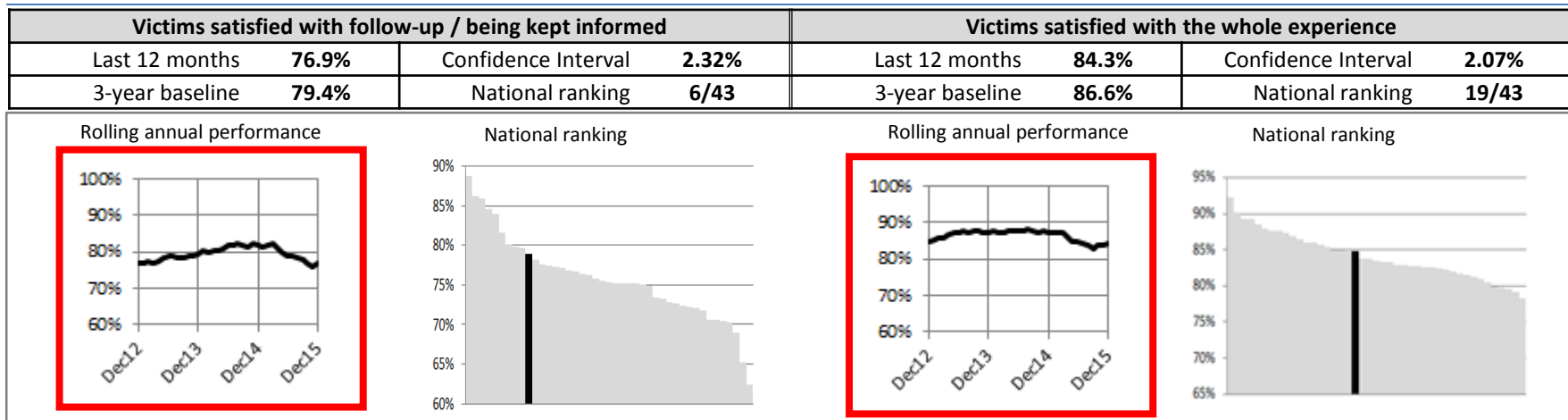
The Joint Performance and Analysis Department are currently working on understanding increasing volumes of recorded public order offences, against the background of reducing ASB incidents. This is in order to test the hypothesis that the increase in public order incidents is as a result of improved classification of calls into the control room. Whereas previously a call may have been recorded as an ASB incident, now they are being recorded as a public order offence. The findings of this work will be available for the next report.

Monthly & average inc. rate



Victims' Satisfaction – Lead Officer: Supt. (CPC East)

Percentage of telephone survey respondents satisfied with the follow-up and their whole experience



Performance Summary

Performance in relation to these measures of victim satisfaction has been on a path of gradual decline since March 2015, however, some improvement has been seen in December 2015. Satisfaction with follow up has declined by 5.4% and remains just below the baseline. Satisfaction with the whole experience has declined by 2.9% over the same period, and also remains just below the baseline

Analysis

The surveys used to measure victim satisfaction in Suffolk are strong, demonstrated in the small confidence intervals. Whilst measures reported here are both slightly below the baseline, the confidence intervals in the survey mean actual performance may be up to 2.32% lower, or up to 2.32% higher than the percentages shown. In both cases, they are close to baseline performance.

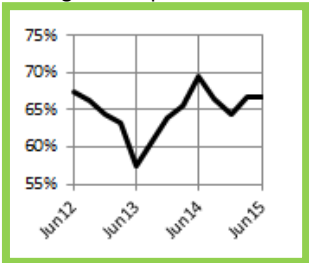
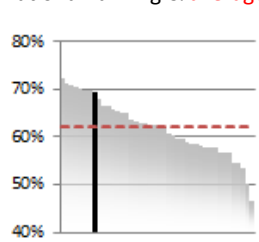
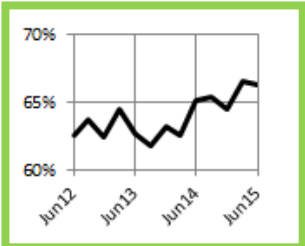
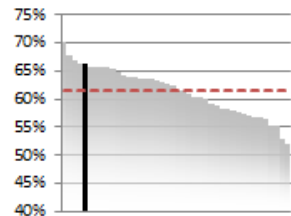
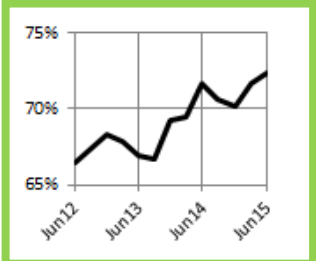
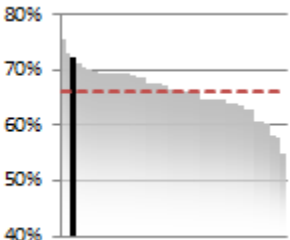
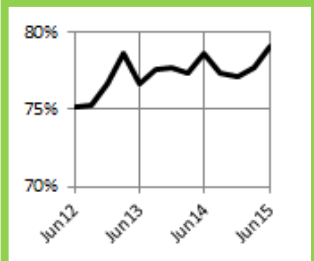
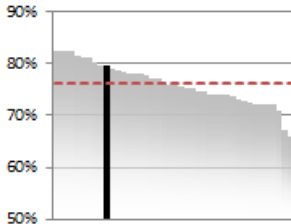
As mentioned in the previous report, only victims of vehicle crime, violent crime and burglary dwelling are surveyed, and so only captures a narrow selection of victims of crime the constabulary comes into contact with. The Home Office has indicated that from April 2016, there will be a statutory requirement to seek similar feedback from victims of domestic abuse. The constabulary is currently working on its response to this requirement.

Policing Response

As mentioned in the previous report, the Victim Satisfaction Improvement Group has recently been incorporated into the Constabulary's Confidence Board. Therefore, further details on the Constabulary's response to victim satisfaction and confidence can be found in the Public Confidence section.

Public Confidence – Lead Officer: C/Supt County Policing

Responses to the Crime Survey of England & Wales relating to confidence in the police

People who think the police do a good / excellent job				...who think the police are dealing with community priorities			
Last 12 months	66.7%	Confidence Interval	2.9%	Last 12 months	66.3%	Confidence Interval	2.6%
3-year baseline	64.2%	National ranking	10th	3-year baseline	63.4%	National ranking	5th
Rolling annual performance		National ranking & <i>average</i>		Rolling annual performance		National ranking & <i>average</i>	
							
...who think the police would treat them fairly				...who have overall confidence in the police			
Last 12 months	72.4%	Confidence Interval	2.7%	Last 12 months	79.1%	Confidence Interval	2.0%
3-year baseline	69.2%	National ranking	3rd	3-year baseline	77.2%	National ranking	11th
Rolling annual performance		National ranking & <i>average</i>		Rolling annual performance		National ranking & <i>average</i>	
							
<p>Public confidence data is taken from the Crime Survey for England and Wales. Current data is as per the last report, and only displays up to June 2015. Data to September 2015 will be released in February, and included in the next report.</p> <p>Performance Summary</p> <p>Suffolk is sitting at above baseline levels, and is above national average rates of confidence in all four measures. Its national ranking has improved in all four of the measures, and has reached third position nationally in terms of treating members of the public fairly and in 5th position for dealing with community priorities. The Constabulary is ranked 11th nationally in terms of overall confidence in the police.</p> <p>Analysis</p> <p>The Constabulary has previously had a 'Confidence Board' to provide governance around Public Confidence. It has been decided to evolve this forum to incorporate victim satisfaction, and is now known as the Confidence and Satisfaction Board. The board sits on a six weekly basis, chaired by the Assistant Chief Constable (ACC).</p>							

Policing Response

Public confidence and victim satisfaction in police (and local authorities) relies upon many different variables. Work is ongoing to assist in increasing both across a number of work streams including community engagement, police fairness, police effectiveness and perceptions of crime and disorder.

As part of the evolution to becoming a Confidence and Satisfaction board, an additional work stream with associated actions has been developed around Victim Satisfaction. Governance of the Children and Young Peoples Strategy will also be incorporated into this board.

Latest activity in this area of work includes:

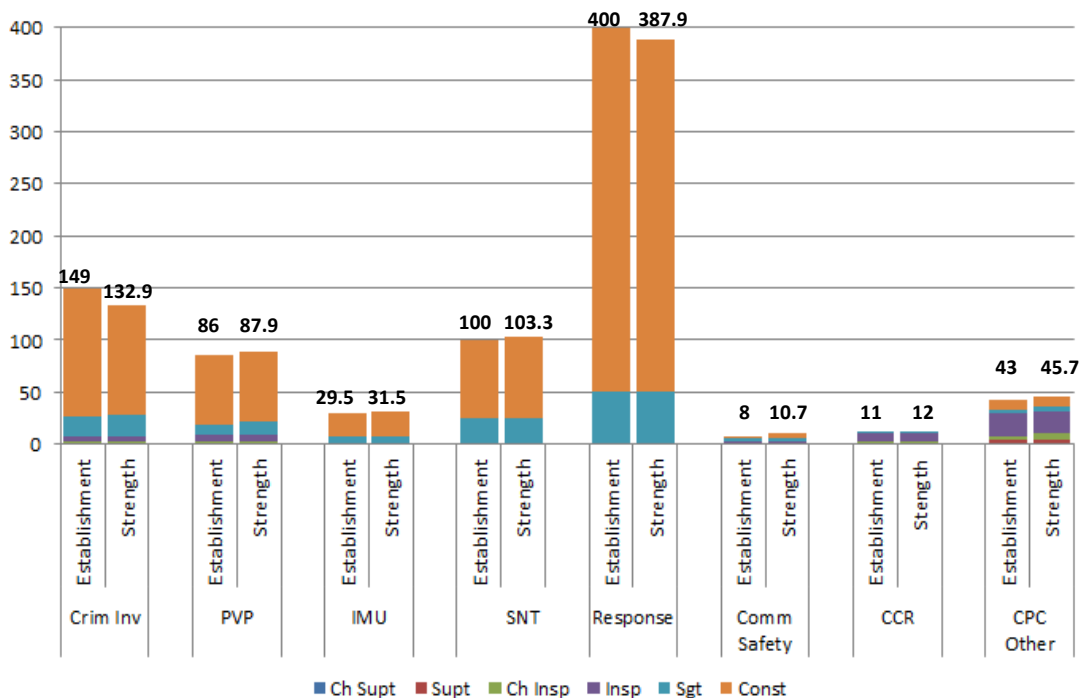
- Benchmarking requests with other forces to see what work / best practice has been undertaken in other areas to improve confidence and satisfaction.
- A new investigations plan has been developed which incorporates a section for officers on key points for dealing appropriately with victims.
- Work is ongoing to explore why victim satisfaction may be declining – Police Inspectors are conducting a short audit in relation to this.
- An aide-memoir is planned to be produced for officers on the subject of the victim's code, together with improved information available for officers and staff via the force intranet site.
- Standard processes have been adopted across the three local policing areas in Suffolk for dealing with feedback from victim satisfaction surveys, both positive and negative.
- Work is underway to scope the possibility of establishing a force award focused on exceptional customer satisfaction to further recognise the importance of this to all staff.
- A victim strategy is currently being developed

Human Resources - Establishment

Number of officers and staff employed

Total No Officers		Total No PCSOs		Total No Staff		Total No Specials
Current strength of officers	Officer FTE Establishment	Current strength of PCSOs	PCSO FTE Establishment	Current strength of police staff	Police Staff FTE Establishment	Current strength of Specials
1083.88	1,097	145.44	166	792.88	890.73	239

Current FTE Strength and Establishment of Police Officers by Suffolk Constabulary County Policing Command (as at December 31st 2015).



The current strength of Police Officers now stands at 1.28% below establishment. Both the establishment and strength of officers have reduced compared to the end of September 2015. The overall establishment has dropped by 3.09% from 1,131.9 and the overall strength of officers has dropped by 1.35%.

PCSOs stand at 12.39% below establishment at 145.44 and the overall establishment was unaltered from September 2015.

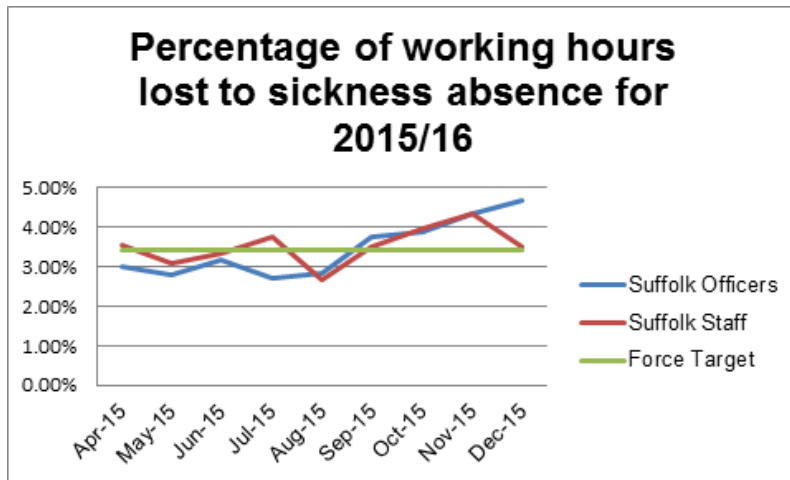
The current police staff strength stands at 10.01% below establishment. Following the previous update, the police staff establishment has been ratified by HR, but is still subject to ratification from Finance.

Human Resources – Long and Short Term Sickness

Number of officers and staff on sickness leave

Percentage of working hours lost	Current officer Current staff	4.65% 3.51%	Target	3.40%	National Ranking	N/A
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Percentage of working hours lost to sickness absence 2015/16



This graph shows the percentage of working hours lost to sickness absence for the period April 2015 – December 2015

Police Officers

Sickness absence for Suffolk Police Officers in Quarter 3 2015/2016 has increased in comparison with the corresponding Quarter in 2014/2015 from 3.39% to 4.29% (0.9%). Sickness absence has increased month on month during this quarter and is above the Force Average by 0.89%. The statistics suggest that this was in part due to an increase in winter illnesses (i.e. Cold/Influenza/ Respiratory Infections/Viral infections) during the month of December.

In terms of Year to Date Figures as at the end of December, sickness absence for Suffolk Police Officers is marginally above the Force Target of 3.40%.

Police Staff

Sickness absence for Suffolk Police Staff in Quarter 3 2015/2016 has decreased in comparison with the corresponding Quarter in 2014/2015 from 4.69% to 3.94% (0.75%).

In terms of Year to Date Figures as at the end of December, sickness absence for Suffolk Police Staff is above the force target of 3.40%, but is improved by 0.37% on the corresponding figure from 2014/2015.

Human Resources – Restricted and Recuperative Duties

Number of officers not available for full front line duties

Total No. Officers	Current	125	12 month average	N/A	National Ranking	N/A
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Total figures for Suffolk officers who are on Restricted or Recuperative Duties as at the end of September and the end of November are set out below:

	September 2015	November 2015
Restricted	87	82
Recuperative	43	43

Following the Winsor Review of terms and conditions and subsequent amendments to Police Regulations, the Constabulary is now implementing required changes to the management of officers on Restricted and Recuperative duties.

The new regulations have introduced a change in the way that Forces must manage individuals who are not fully deployable for medical reasons, and also introduce a change in the reporting categories of such individuals in the annual data return, as well as changes in terminology.

In response to the regulation changes, the Constabulary has introduced a new Limited Duties Policy setting out the Constabulary's position on the management and deployment of police officers and staff who fall under the Limited Duties definition. This policy completed the full consultation process in September 2015 and implementation is now underway.

The aim of the HR Services team is to have first stage meetings completed with all officers who are not able to fully deploy in Suffolk by February 2016. One of the functions of the first stage meeting is to enable the officers to be categorised into the new Adjusted and Recuperative duties to allow appropriate reporting in the annual data return.

From 1st December 2015, until all first stage meetings are complete, we will be unable to provide a fully complete picture of our Adjusted and Recuperative officers across Suffolk. This is consistent with other Forces.

Human Resources – Workforce Diversity

Number of officers and staff employed

% of Workforce	BME	2.08	Female	42.07	Lesbian, Gay, Bisexual	2.38%
	Part-time	20.09%	Disabled	5.17%		

Proportions of Black and Minority Ethnic (BME) Officers, Staff and Specials decreased slightly compared to the previous quarter (0.01%), and have been relatively consistent over the last year. The reduction has been led by a decrease in the proportion of BME Police Staff, with the current level of 1.67 down 0.2% on the previous quarter.

The female to male ratio of the workforce decreased marginally this quarter. There is generally greater female representation among police staff (61.15%) compared to PCSOs (45.10%), police officers (28.61%) and Special Constabulary (30.96%), and the percentage of females across the force has increased amongst police officers and members of the special constabulary.

79.91% of the workforce is full time, which has reduced marginally from the previous quarter.

Sexual Orientation is unknown in 32.52% of the workforce although this percentage has been reducing gradually since 2012/13. The proportion of Lesbian, Gay & Bisexual Officers, Staff and Specials has remained consistent with the previous quarter.