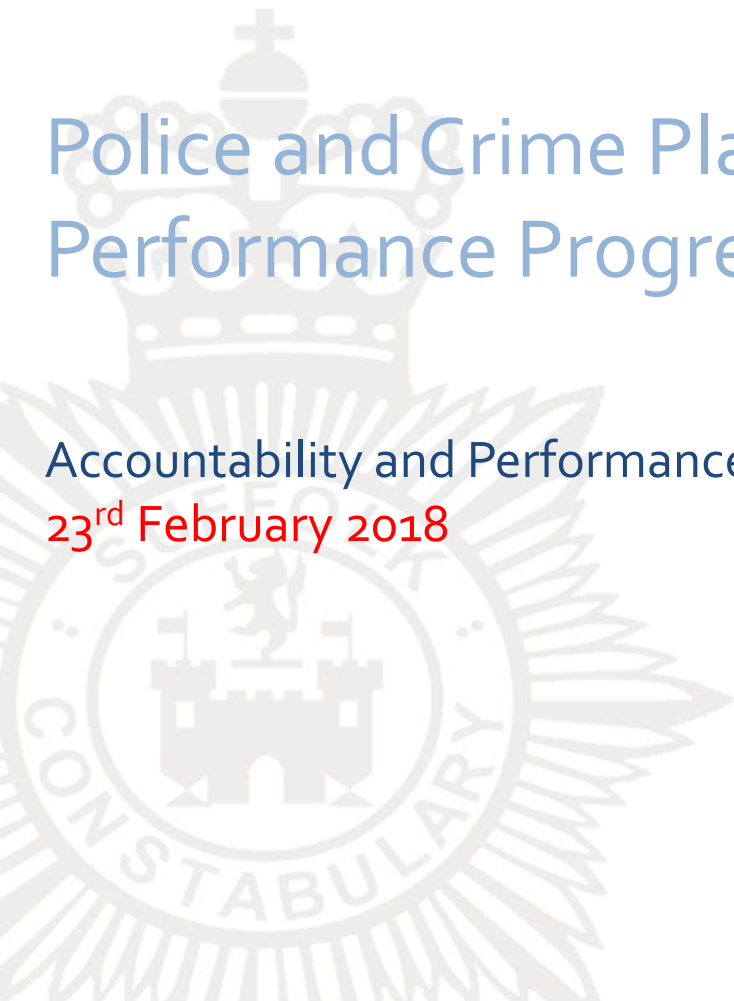

Police and Crime Plan Performance Progress Report

Accountability and Performance Panel

23rd February 2018



PERFORMANCE REPORT: Introduction

The Suffolk Police & Crime Plan 2017-2021 sets out four objectives that underpin monitoring of the Suffolk Constabulary's performance.

OBJECTIVE 1: Responding to calls for urgent assistance

OBJECTIVE 2: Caring about victims, communities, the local economy and our people

OBJECTIVE 3: Protecting the most vulnerable people & communities by preventing, reducing & solving crime & ASB

OBJECTIVE 4: Making Suffolk safer – ethical, efficient and effective services with the right resources

Within these objectives, the PCC monitors the constabulary particularly in respect of domestic abuse, serious sexual offences, child sexual abuse, hate crime, online crime, rural crime, business crime, burglary, robbery, violence with injury, drugs, reoffending and anti-social behaviour. Public confidence, 999 and 101 calls, emergency response times, road safety and workforce characteristics are also monitored.

However, apart from 999 calls and emergency response times, there are no targets set within the police and crime plan.

Instead the plan monitors the constabulary for continuous improvement. The PCC recognises that monitoring performance in relation to police and crime issues is complex and in many cases cannot be determined with a single indicator. Therefore this report, which informs the PCC's Accountability and Performance Panel, is based on two guiding principles; 1) performance is tracked for statistical exceptions and 2) a range of indicators that demonstrate all aspects of the PCC's objectives are tracked.

In terms of statistical exceptions, this report uses a method known as **statistical process control**. This method measures a range of 'normal' variation. Where a performance indicator moves outside of this range, performance is termed 'exceptional'. This does not necessarily mean performance is good or bad, but that variation is more than normal. In these cases further analysis is provided to explain this change.

PERFORMANCE REPORT: Introduction

This report covers the following performance measures from the Suffolk Police and Crime Plan (each measured against a set of indicators):

- Performance summary (slides 4 - 7)
- Workforce (slide 8)
- Domestic Abuse (slides 9 and 10)
- Serious Sexual Offences (slides 11 and 12)
- Call Handling (slides 13, 14 and 15)
- Emergency Response (slide 16)
- Killed and Serious Injury Collisions (slides 17 and 18)

In addition, annual* and bi-annual** reports will cover the following business areas:

- Burglary Dwelling*
- Violence With Injury*
- Robbery*
- Antisocial Behaviour*
- Reoffending*
- Drug Trafficking*
- Satisfaction** (for victims of serious sexual offences, domestic abuse and hate crime***)

Crime data for this report is compiled from the Suffolk Performance Framework.

*** These measures are still under development

PERFORMANCE REPORT: Summary

Data up to 31st Dec 2017

Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)	
Domestic Abuse	Number of crimes	Pages 9-10	6,359	4,632	37.3%	Yes
	Solved number		1,176	1,398	-15.9%	Yes
	Solved rate		18.5%	30.2%	-11.7%	Yes
	% Cases where investigation not possible (DA)		2.3%	1.9%	0.3%	No
	% Cases where victim does not support (DA)		47.7%	30.7%	17.0%	Yes
	% Cases at court which are convicted (DA)					
	% victims satisfied with overall service (DA)					
	% victims satisfied with accessibility (DA)					
	% victims satisfied with actions taken (DA)					
	% victims satisfied with treatment (DA)					
% victims satisfied with updates (DA)						
Domestic Abuse survey processes are currently being scoped in both constabularies. An options paper will be presented to chief officers in October 2017 with a view to commissioning surveys from the beginning of the 2018/19 financial year.						
Serious Sexual Offences	Number of crimes	Pages 11-12	1,611	1,196	34.7%	Yes
	Solved number		143	152	-5.9%	No
	Solved rate		8.9%	12.7%	-3.8%	Yes
	% Cases where investigation not possible (SSO)		4.0%	3.9%	0.1%	No
	% Cases where victim does not support (SSO)		24.7%	25.3%	-0.7%	No
	% Cases at court which are convicted (SSO)					
	% victims satisfied with overall service (SSO)					
	% victims satisfied with accessibility (SSO)					
	% victims satisfied with actions taken (SSO)					
	% victims satisfied with treatment (SSO)					
% victims satisfied with updates (SSO)						
Sexual Offence surveys are being developed in conjunction with domestic abuse survey.						
Child Sexual Abuse	Number of crimes *		620			
	Solved number		62			
	Solved rate		10.0%			
	% Cases where investigation not possible (CSA)		2.6%			
	% Cases where victim does not support (CSA)		16.2%			
	% Cases at court which are convicted (CSA)					
NEW CRIME CLASSIFICATION Comparisons not available until 2018						

PERFORMANCE REPORT: Summary

Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)	
Public Safety	% 999 calls answered within 10 seconds <small>Page 13</small>	90.9%	90.5%	0.5%	Yes	
	% emergencies responded to within target	90.0%	90.5%	-0.5%	No	
	Number of emergencies responded to within target <small>Page 16</small>	18,256	16,650	9.6%	Yes	
	% emergencies responded to within target - East SPC	84.7%	85.6%	-0.9%	No	
	Number of emergencies responded to within target - East SPC	3,147	2,992	5.2%	No	
	% emergencies responded to within target - South SPC	92.5%	92.2%	0.3%	No	
	Number of emergencies responded to within target - South SPC	8,575	7,509	14.2%	Yes	
	% emergencies responded to within target - West SPC	89.5%	90.8%	-1.3%	No	
	Number of emergencies responded to within target - West SPC	6,534	6,149	6.3%	Yes	
	Number of KSI collisions <small>Pages 17 - 18</small>	267	232	15.1%	No	
	Number of TORs issued for seatbelts	721	Most recent data up to October 2017			
	Number of TORs issued for mobile phone use	1,416				
Confidence	% of public who agree police are doing a good job	64.2%	65.7%	-1.5%	No	
	% of public who agree police deal with community priorities	58.7%	63.6%	-4.9%	No	
	% of public who agree police would treat them fairly	69.8%	71.4%	-1.6%	Yes	
	% of public who have confidence in the police overall	79.9%	79.9%	0.0%	No	
	Average time taken to answer 101s (seconds) <small>Pages 14-15</small>	248	99	150.8%	Yes	

Caveat: Confidence data is for the 12-month period to June 2017. ONS to release September 2017 data imminently.

PERFORMANCE REPORT: Summary

Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)
Hate Crime	Number of crimes	937			Surveys commenced in July 2017 and will be reported on.
	Solved number	178			
	Solved rate	19.0%			
	% Cases where investigation not possible (Hate Crime)	3.9%			
	% Cases where victim does not support (Hate Crime)	30.0%			
	% Cases at court which are convicted (Hate Crime)				
	% victims satisfied with overall service (Hate Crime)				
	% victims satisfied with accessibility (Hate Crime)				
	% victims satisfied with actions taken (Hate Crime)				
	% victims satisfied with treatment (Hate Crime)				
% victims satisfied with updates (Hate Crime)					
Rural Crime	Number of crimes				Indicators under development
	Solved number				
	Solved rate				
	% Cases where investigation not possible (Rural Crime)				
	% Cases where victim does not support (Rural Crime)				
	% Cases at court which are convicted (Rural Crime)				
	% victims satisfied with overall service (Rural Crime)				
	% victims satisfied with accessibility (Rural Crime)				
	% victims satisfied with actions taken (Rural Crime)				
	% victims satisfied with treatment (Rural Crime)				
% victims satisfied with updates (Rural Crime)				Surveys commenced in July 2017 and will be reported on.	

PERFORMANCE REPORT: Summary

Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)
Business Crime	Number of crimes	7,426			Surveys commenced in July 2017 and will be reported on.
	Solved number	2,165			
	Solved rate	29.2%			
	% Cases where investigation not possible (Business Crime)	1.0%			
	% Cases where victim does not support (Business Crime)	3.2%			
	% Cases at court which are convicted (Business Crime)				
	% victims satisfied with overall service (Business Crime)				
	% victims satisfied with accessibility (Business Crime)				
	% victims satisfied with actions taken (Business Crime)				
	% victims satisfied with treatment (Business Crime)				
Online Crime	Number of crimes	1,547			Surveys commenced in July 2017 and will be reported on.
	Solved number	157			
	Solved rate	10.1%			
	% Cases where investigation not possible (Online Crime)	1.9%			
	% Cases where victim does not support (Online Crime)	29.2%			
	% Cases at court which are convicted (Online Crime)				
	% victims satisfied with overall service (Online Crime)				
	% victims satisfied with accessibility (Online Crime)				
	% victims satisfied with actions taken (Online Crime)				
	% victims satisfied with treatment (Online Crime)				
% victims satisfied with updates (Online Crime)					

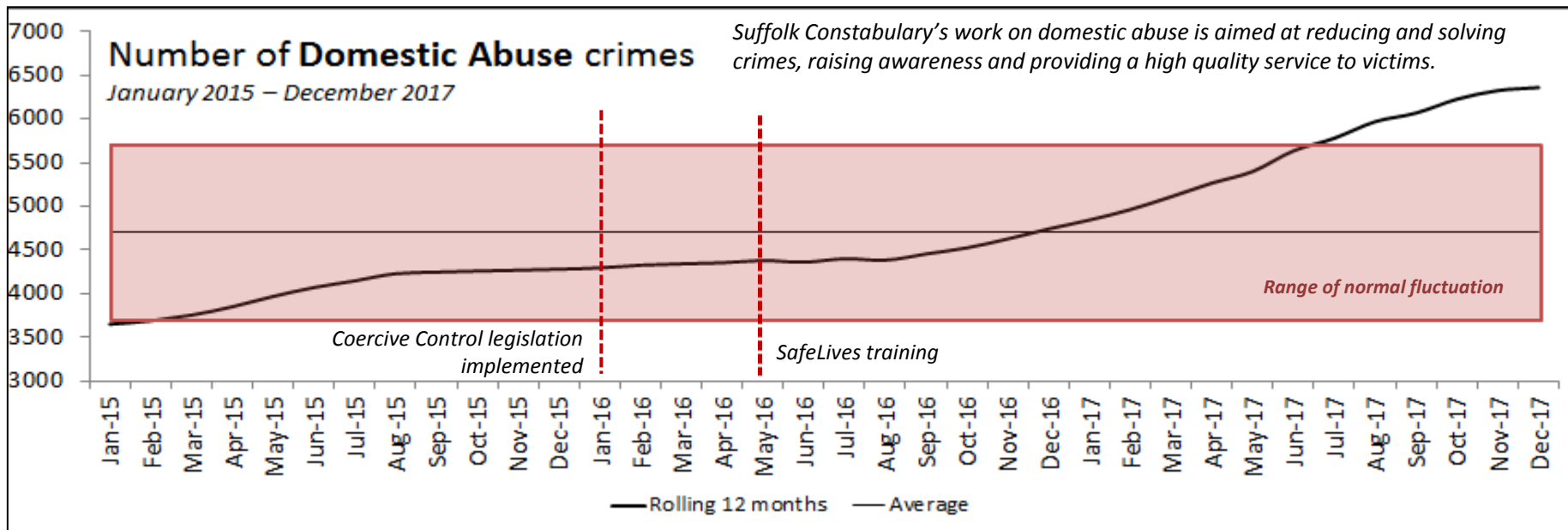
PERFORMANCE REPORT: Workforce

Suffolk Constabulary's workforce focus is to promote a diverse, multi-skilled organisation that will effectively tackle hidden harm and deliver an ethical, efficient and effective service with appropriate support.

Indicator	Officers	PCSOs	Staff	Commentary
Establishment	1081	107	907	The strength of Police Officers stands at 2.50% below establishment as at 31/12/2017. PCSO strength stands at 17.76% below establishment as at 31/12/2017. The current police staff strength stands at 11.47% below establishment as at 31/08/2017. This was below the actual level as this figure does not include some groups of staff such as agency and zero hours staff.
Strength	1054	88	803	
% working hours lost to sickness (Year to Date i.e. April – December 2017) (force target 3.4%)	4.89%	4.28%		Sickness absence for Suffolk Police Officers increased in comparison with the corresponding point in the previous financial year from 4.29% to 4.89%. Sickness absence for Suffolk Police Staff decreased in comparison with the corresponding point in the previous financial year from 4.41% to 4.28%. The Constabulary was broadly in line with most similar and regional forces and nationally based on sickness data to March 2017.
Number on recuperative duties (as at 31 December 2017)* Recuperative means short term, rehabilitative in nature, typically lasting up to 6 months if an individual is unable to return to work on full hours and duties immediately following a period of sickness or following an injury	83	41		There were 6 fewer police officers on recuperative duties as at 31/12/17 than as at 31/08/2017. For police staff and PCSOs there were 11 more on recuperative duties as at 31/12/2017 than as at 31/08/2017.
Number on adjusted duties (as at 31 December 2017)* Adjusted means long-term and permanent where adjustments have been made to overcome barriers to working. The individual must be attending work on a regular basis working full time hours within their substantive role.	29	7		There was 9 fewer police officers on adjusted duties as at 31/12/2017 than as at 31/08/2017. For police staff and PCSOs, this is unchanged from 31/08/2017.

**Additional measures of recuperative and adjusted duties (by percentage, and for PCSOs) will be available in future versions of this report*

PERFORMANCE REPORT: Domestic Abuse



Performance at a glance

Level of crime	Significant recent upward trend over 12 months, surpassing upper exception but stable recently
Level of successful investigations	1 in 5 crimes are solved
Level of victim support for police investigations	Just over half of victims support police investigation
Comparison to most similar forces	2 nd lowest level per 1,000 population (to March 2017)

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of crimes	6,359 (+37.3%)
% of crimes where an investigation was not possible	2.3% (+0.3%)
% crimes where victim does not support police investigation	47.7% (-17.0%)
% crimes solved by police	18.5% (- 11.7%)
% of cases convicted in court	82% (to March 2017)
% of cases convicted in court – comparison to most similar forces	2 nd highest level of convictions (to March 2017)

Analysis:

The level of recorded Domestic Abuse offences continues at a level that is statistically exceptional in comparison to the last three years but has stabilised to a greater extent. In early 2017, the Office of National Statistics identified a large gap between recorded domestic abuse in Suffolk and the level that victims reported to the Crime Survey of England and Wales. The constabulary has made a concerted effort to ensure that non-recent offences are fully recorded, that the National Crime Recording Standard is rigorously applied, and that officers are trained to recognise coercive and controlling offending when they see it. In these respects the rise in crime is regarded as a positive step toward long-term reduction of domestic abuse, enabling victims access to the services they require and full investigations to take place.

The consequence of additional crimes being recorded has been that rate of solved domestic abuse crimes has declined by 11.7% compared to the longer term average.

Her Majesty's Inspectorate of Constabulary, Fire and Rescue had previously found that the constabulary had a number of investigations awaiting an administrative 'closure' on its crime system and in response to this the constabulary introduced additional training for front line officers. As a result a number of additional unsolved cases from early 2017 have been added to the latest figures resulting in a rise in the proportion of crimes where a victim does not support police prosecution. This rate currently stands at around half of all domestic abuse cases.

Operational Commentary:

Preventing Domestic Abuse is not solely a matter for the police and as such the constabulary works closely with partner organisations in dealing with domestic abuse victims, perpetrators and their families. The current range of initiatives and work includes:

The **multi-agency safeguarding hub** has been trialling a new reporting process for victims known as 'One Front Door'. The purpose of this pilot is to improve services to victims by simplifying the method of contacting safeguarding services. The pilot has been under evaluation and next steps will be decided in February.

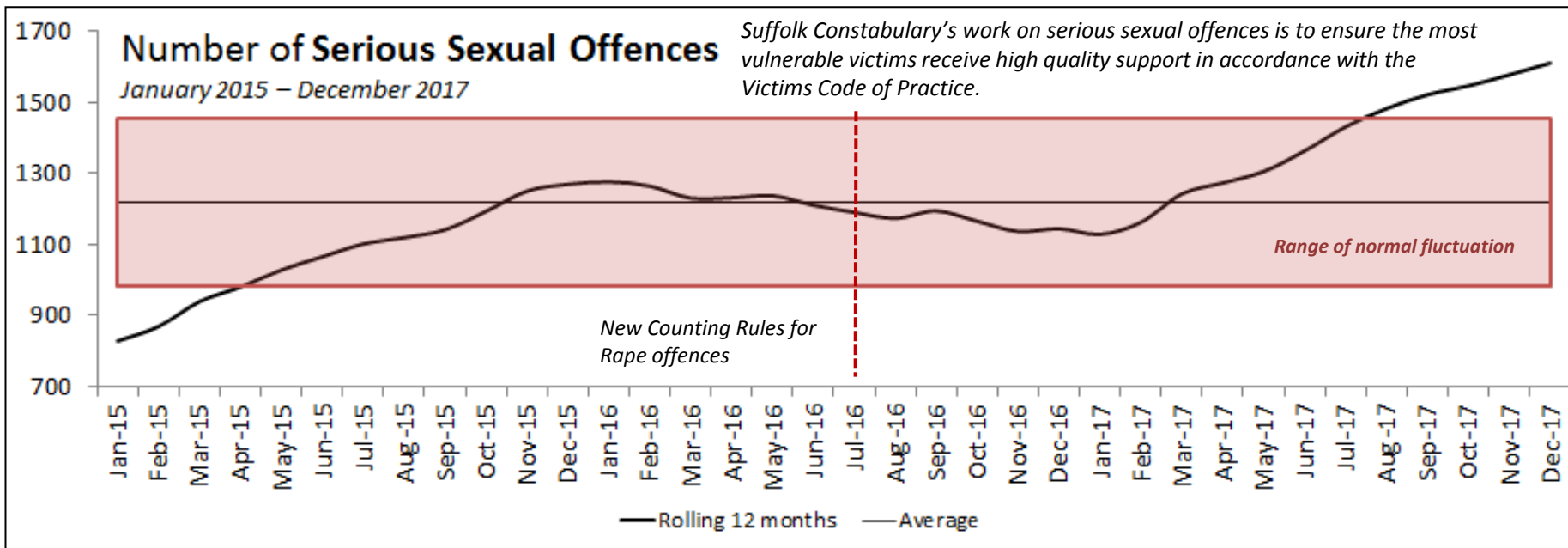
The multi-agency **Violence Against Women and Girls board** continues to develop a 'system-wide' self-assessment of the national violence against women and girls agenda which includes strategies to tackle domestic abuse. This group now provides the leadership for **multi agency risk assessment conferences** which address high risk domestic abuse cases across the county.

The **local authority and the constabulary** have jointly commissioned the scoping of a multi-agency DA Hub.

The **Suffolk Domestic Abuse Partnership** continues to develop and is used to share best practice and learning across all sectors. Progress has been made in establishing a data framework for sharing and useful data is starting to be provided to the partnership from the charitable sector and some of the harder to reach commissioned services.

The **Domestic Abuse Scrutiny Panel** continues to review investigations in partnership with the Crown Prosecution Service and Charitable Sector. The contributions of the panel have already been used to influence audit work, policy change and the constabulary delivery plan.

PERFORMANCE REPORT: Serious Sexual Offences



Performance at a glance

Level of crime	Significant recent upward trend over 12 months, surpassing upper exception but stable recently
Level of successful investigations	1 in 10 crimes are solved
Level of victim support for police investigations	3 out of 4 victims support police investigations

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of crimes	1,611 (+34.7%)
% of crimes where an investigation was not possible	4.0% (+0.1%)
% crimes where victim does not support police investigation	24.7% (-0.7%)
% crimes solved by police	8.9% (-3.8%)
% of cases convicted in court	Awaiting data

Serious Sexual Offences

Analysis:

The reported number of serious sexual offences reduced in the last quarter of 2017 but remained at an elevated level compared to years prior to 2017. The percentage of victims supporting police investigation has improved since the last report, remaining stable around 75%. Over 80% of this demand is reported less than a year from when the offence was committed.

The solved rate for the last 12 months stands at 8.9% which is 3.8% below the three year average. The upward trend in reporting has caused a downward pressure on solved rate. Serious sexual offences typically take around 100 days to investigate and an increasing number of reported crime involves under 18 victims or suspects, or is a 'non-recent' offence (meaning the crime took place months or even years before it was reported). These increases mean that at any one point in time there are more crimes 'under investigation' which count as 'unsolved' in addition to some of these additional cases being less likely to be solved by their nature.

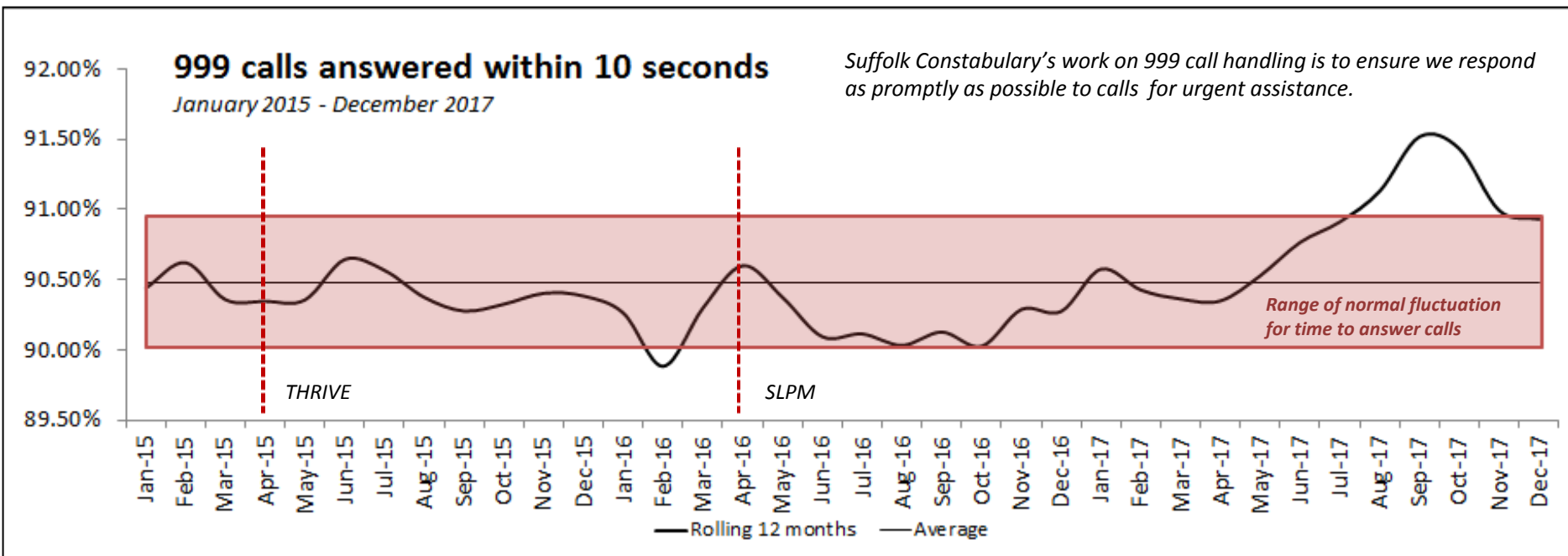
Operational Commentary:

The **Serious Sexual Offences Delivery Board** continues to deliver on the newly devised Strategy which is organised under a Pursue, Prevent, Protect, Prepare framework. The **Rape Scrutiny Panel** continues to provide analysis of police investigations and decision making with partners and charitable organisations making a direct contribution to learning and strategy. The success of this panel has been recognised and replicated in other areas of police business and force areas.

Although none relating to Suffolk, there have been several recent high profile media stories of police practice regarding the handling of unused evidential material and its disclosure to defence legal representative). This has led to the implementation of further training and guidance for officers in this field but has also caused the Crown Prosecution Service to conduct reviews of all cases successfully prosecuted in the region in the last six months. This has had an effect on the capacity of Crown Prosecution Service to process case files. The constabulary continues to monitor this matter closely, and is working with partners across the region to ensure it is well positioned to deal with any matter arising.

Of note to performance in this and many other business areas is the recently released **Her Majesty's Inspectorate of Probation** report in relation to the quality and impact of the effectiveness of probation work in Suffolk. The inspection found that this key part of the 'system' required some improvement. The constabulary is working with the Probation Services and other partners to contribute to these improvements, with some early successes.

PERFORMANCE REPORT: 999 Call Handling



Performance at a glance

Level of demand	7.8% higher than the previous year
Proportion of all calls that are 999	Almost 1 in 3 calls are emergency calls
Service level	Consistent with previous year and three year average

Analysis and Operational Commentary:

The Contact and Control Room (CCR) continues to prioritise emergency calls for service on the 999 line, for which the current target of 90% answered within 10 seconds. This has been surpassed in spite of significant increase in the number of 999 calls.

Performance continues to be monitored closely.

Last 12 Months in Detail

(difference to 3 year average in brackets)

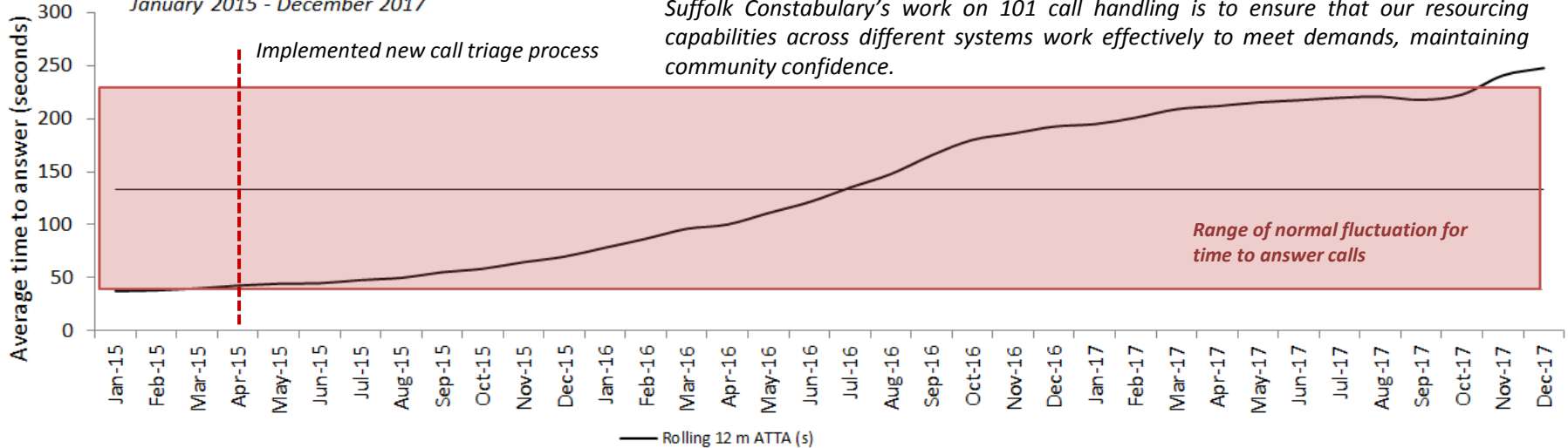
Number of 999 calls	98,726 (+10.1%)
% answered within 10 seconds	90.9% (+0.5%)
% of all calls that are 999	35.7% (+3.0%)
Average calls per day	271 (+10.3%)

PERFORMANCE REPORT: Confidence: 101 Call Handling

101 (non-urgent) Call handling- Average time to answer (rolling 12 months)

January 2015 - December 2017

Suffolk Constabulary's work on 101 call handling is to ensure that our resourcing capabilities across different systems work effectively to meet demands, maintaining community confidence.



Performance at a glance

Level of demand	Reduction in demand in the last 12 months compared to the 3 year average.
Average Time to Answer	Rate started to increase more rapidly since Oct 2017.

Analysis:

Non-emergency calls are currently answered within 14 seconds at which point some are resolved by the constabulary switchboard and the remainder are redirected appropriately into the queue. The average time to answer is the entire time that a caller waits in the queue, this is currently 248 seconds.

The constabulary continues to promote use of the non-emergency number and other channels for issues that are inappropriate for 999.

The CCR continues to prioritise emergency calls for service on the 999 line, where the current target is 90% of calls answered within 10 seconds. This has been surpassed in spite of significant increase in the number of 999 calls.

Last 12 Months in Detail (difference to 3 year average in brackets)

Number of 101 calls	183,224 (-1.6%)
Average Time To Answer	4 minutes 8 seconds
Average 101 calls per day	487 (-4.5%)
Average call duration	6 minutes 22 seconds

Confidence: 101 Call Handling

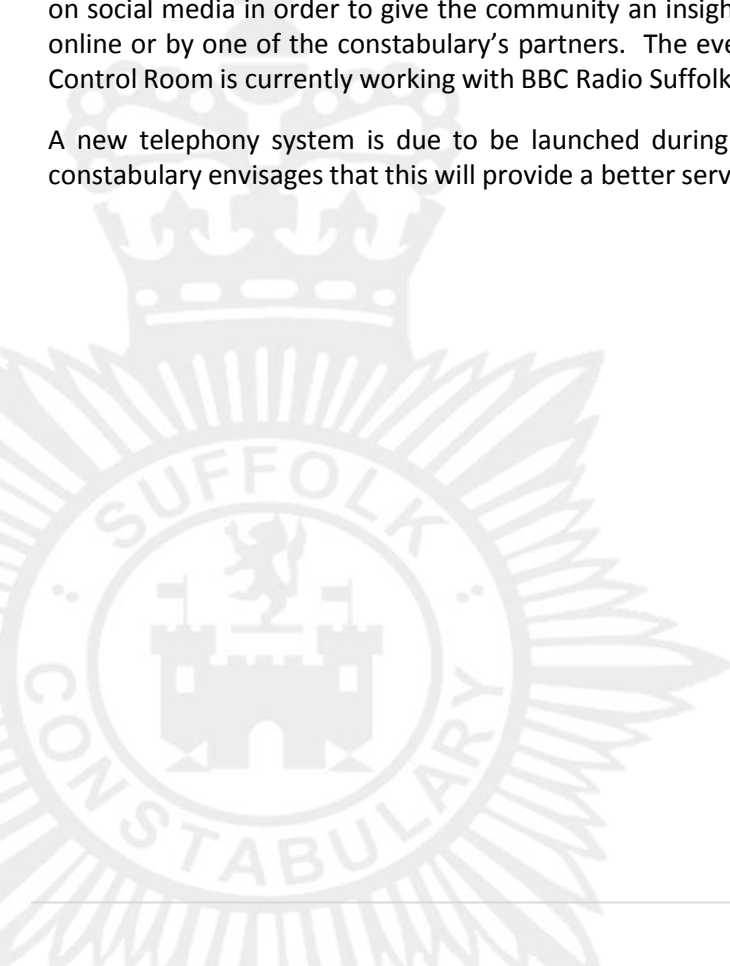
Operational Commentary:

In October 2017, there were technical issues with part of the infrastructure which displays numbers of calls waiting. This meant that the supervisors could not dynamically move staff to meet incoming demand. This had a detrimental effect on non-emergency call answering but the issue has been resolved and the equipment in question is due to be replaced during the planned digital upgrade.

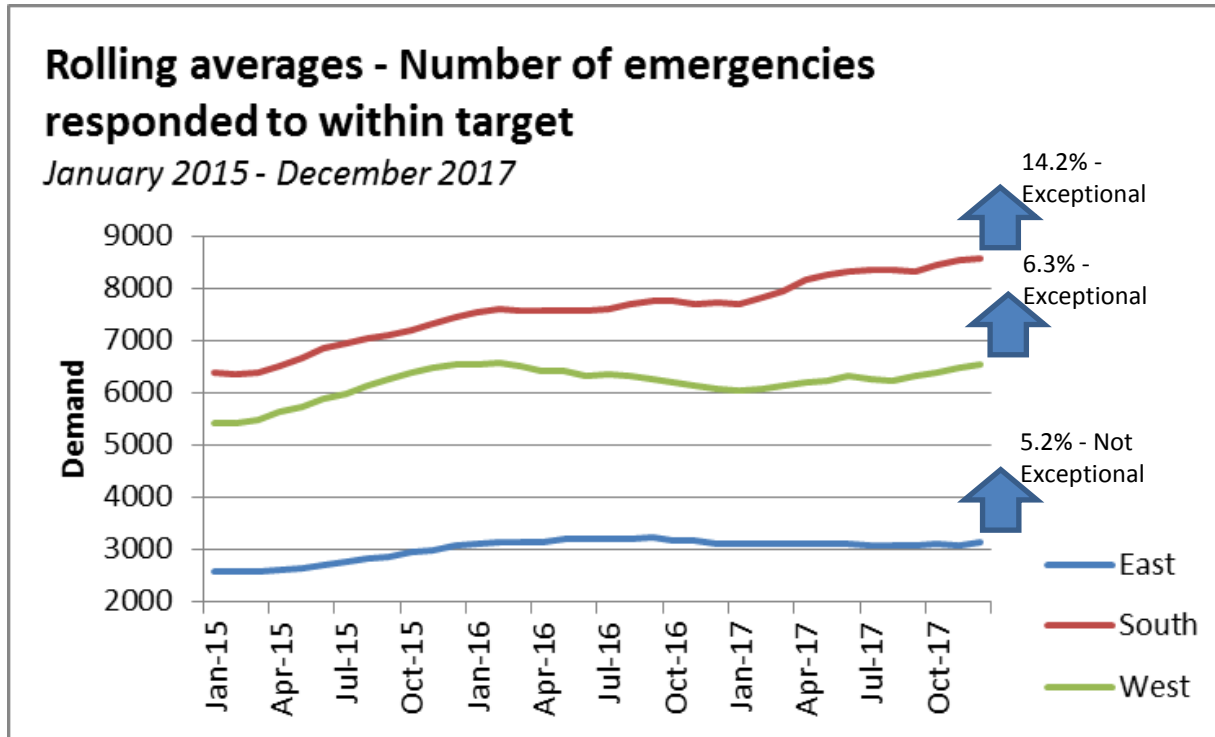
The rolling recruitment programme continues and the latest staff started in the Contact and Control Room in December and the selection process is underway for a Spring intake.

In December 2017, the Contact and Control Room managed a “Tweetathon” where brief details of every incident received over 24 hours were described on social media in order to give the community an insight into the constabulary’s work and educate about matters that could have been better resolved online or by one of the constabulary’s partners. The event was a success, with favourable feedback and over 1 million “impressions”. The Contact and Control Room is currently working with BBC Radio Suffolk to present a one off breakfast show from the control room.

A new telephony system is due to be launched during April and May 2018 which will help to triage and prioritise calls based on their nature. The constabulary envisages that this will provide a better service to callers and reduce waiting times.



PERFORMANCE REPORT: Emergency Response



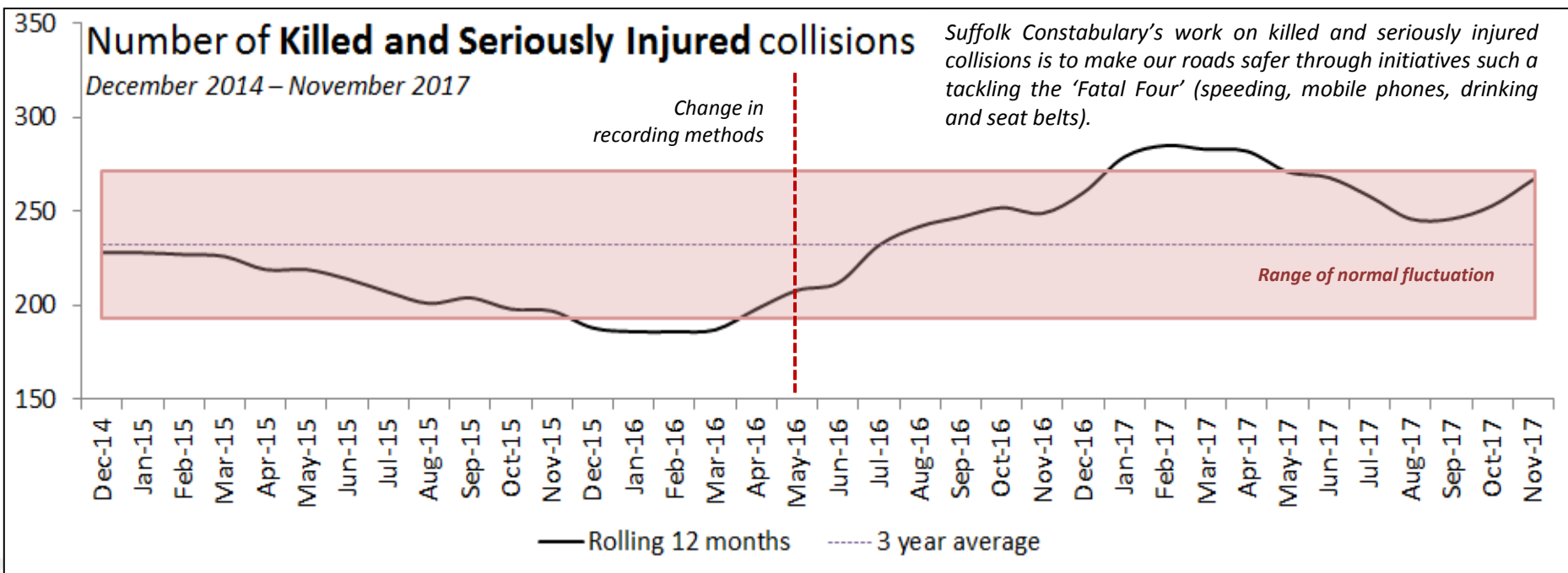
The constabulary aims to get to all emergency incidents as soon as possible. It has maximum times of 15 minutes for urban incidents and 20 minutes for rural incidents and aims to meet these times in at least 90% of cases.

Analysis:

The force responded to almost a third (31.3%) more emergencies in 2017 compared to 2014. This equates to 13 additional emergencies per day. Despite this exceptional rise in demand, the constabulary has maintained its level of service and responded to more emergencies in time than previously. Across the county, an extra 9.6% emergency calls for service had a police unit arrive within target in 2017 compared to the average between 2014 to 2016. The exceptional increases have largely occurred within the South and West policing commands where 14.2% and 6.3% increases respectively have been experienced.

The percentage of those emergencies arrived at within the constabulary's target time is exactly 90.0% for the 12 months to December 2017. This has been delivered during a period of extensive change to the local policing model.

PERFORMANCE REPORT: Killed and Seriously Injured collisions



Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of KSI collisions recorded *	267 (+12.3%)
% fatalities *	12.4% (-0.7%)
Number of TORs issued for mobile phone use **	1,416 (-13.7%)
Number of TORs issued for seatbelts **	721 (-23.0%)

TOR – Traffic Offence Report

* figures up to November 2017 **figures up to October 2017

Analysis:

Despite some noticeable spikes in the number of killed and seriously injured collisions, levels remain within 'normal' range. The proportion of these collisions which result in a fatality has remained stable through the last year, at around 12%.

Operational Commentary:

The Forensic Service Regulator has published codes of practice and conduct for forensic service providers and practitioners, ensuring that the provision of forensic science services across the criminal justice system are subject to an appropriate regime of scientific quality standards. This is relevant to Collision Investigation (ISO17025 and ISO17020), an essential area of police work often involving detailed forensic investigation including the detection, recording and recovery of forensic evidence. Such investigation and investigators will be enhanced with the support of quality standards and accreditations.

(cont'd on Page 18)

Killed and Seriously Injured collisions

Operational Commentary (cont'd):

(cont'd from Page 17) In future, police forces will be assessed against these ISO standards and the associated codes of practice in order to demonstrate their competency to deliver forensic science services. Accreditation will be ongoing and subject to regular review. Suffolk Constabulary are committed to ensuring its investigative work and forensic activities meet these required standards and accreditations. Work is underway to identify the full extent of ISO requirement for Forensic Collision Investigation and discussions are taking place between forces on a regional and national basis. The ultimate aim being the delivery of competent, impartial and consistent investigations that meet the scrutiny and demands of the criminal justice system. This will ensure public confidence in all our investigations.

In March 2015, new drug driving legislation was introduced to provide the police with improved powers and equipment with which to catch and convict drug drivers. Roadside screening tests (drug wipes) now make it much easier for officers to detect drivers with drugs in their system above specified levels, using a sample of their saliva. This includes illegal and medical drugs. These increased powers, investment in drug wipe testing equipment and enforcement work by trained Roads Policing officers has led to a significant increase in the number of drivers being detected and subsequently convicted for drug driving offences. It has been a real success story. Driving under the influence of drink or drugs is one of the 'fatal 4' contributory factors in fatal and serious injury road collisions. Actively targeting road users who use drugs is a key priority for Roads Policing teams and is subject to a number of operations and yearly road safety campaigns as well as education initiatives. Suffolk Constabulary will continue to prioritise enforcement activity in this key area. Going forward, greater investment in roadside testing equipment will be considered by the Suffolk Roadsafe partnership, to robustly challenge drivers under the influence of drugs and promote safer roads for all.

