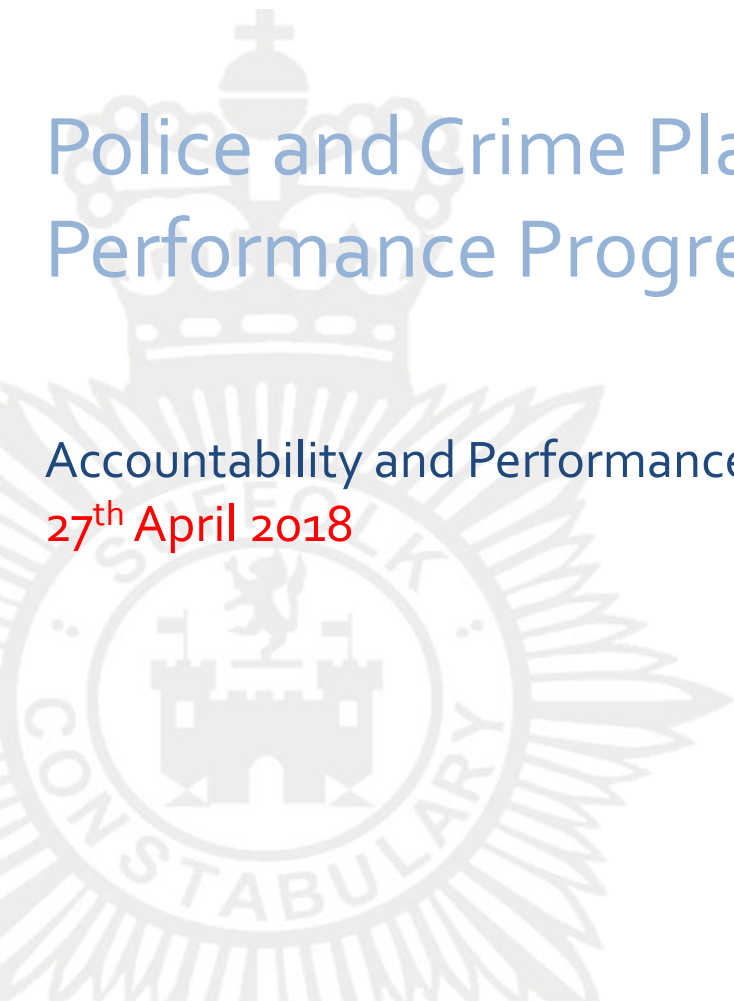

Police and Crime Plan Performance Progress Report

Accountability and Performance Panel

27th April 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 and 5)
- Workforce (slide 6)
- Domestic Abuse (slides 7 and 8)
- Serious Sexual Offences (slides 9 and 10)
- Call Handling (slides 11 and 12)
- Killed and Serious Injury Collisions (slides 13 and 14)

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 is correct as at 10/04/2018

Data up to 31/03/2018

| Area | Indicator | COUNTY | | | |
|-------------------------|---|----------------|-------------------|--------------|-----------|
| | | Last 12 months | Long Term Average | % Difference | Exception |
| Domestic Crimes | Number of Crimes | 6,024 | 4,732 | 27.3% | ▲ |
| | Solved Number | 1,110 | 1,325 | -16.2% | ▼ |
| | - Percentage Solved | 18.4% | 28.9% | -10.5% | |
| | Percentage of Cases where investigation not possible | 0.4% | 0.4% | -0.1% | |
| | Percentage of Cases where victim does not support | 54.6% | 41.6% | 13.0% | |
| Serious Sexual Offences | Number of Crimes | 1,678 | 1,295 | 29.5% | ▲ |
| | Solved Number | 102 | 151 | -32.6% | ▼ |
| | - Percentage solved | 6.1% | 11.9% | -5.8% | |
| | Percentage of Cases where investigation not possible | 2.9% | 3.3% | -0.4% | |
| | Percentage of Cases where victim does not support | 33.7% | 30.1% | 3.6% | |
| Child Sexual Abuse | Number of Child Sexual Abuse Crimes (by Keyword - Athena data only) | 744 | | | |
| | Solved Number | 105 | | | |
| | - Percentage solved | 14.1% | | | |
| | Percentage of Cases where investigation not possible | 2.0% | | | |
| | Percentage of Cases where victim does not support | 26.2% | | | |
| Public Safety | % Percentage Emergency Response in Target | 89.9% | 90.2% | -0.3% | |
| | Number of Emergency Response in Target | 18,100 | 16,976 | 6.6% | ▲ |
| | % 999 calls answered within 10 seconds | 90.5% | 90.5% | 0.0% | |
| | Number of KSI Collisions | 244 | 242 | 1.0% | |
| | Number of TORs issued for seatbelts | 778 | 948 | -17.9% | ▼ |
| | Number of TORs issued for mobile phone use | 1,168 | 1,620 | -27.9% | ▼ |

Caveat: KSI figures are up to 28/02/2018 and TOR figures up to 31/01/2018

PERFORMANCE REPORT: Summary

Data is correct as at 10/04/2018

Data up to 31/03/2018

| Area | Indicator | COUNTY | | | |
|----------------|--|----------------|-------------------|--------------|-----------|
| | | Last 12 months | Long Term Average | % Difference | Exception |
| Online Crime | Number of Online Crimes <i>(by Keyword - Athena data only)</i> | 1,206 | | | |
| | Solved Number | 144 | | | |
| | - Percentage solved | 11.9% | | | |
| | Percentage of Cases where investigation not possible | 0.3% | | | |
| | Percentage of Cases where victim does not support | 30.5% | | | |
| Hate Crime | Number of Hate Crimes <i>(by Keyword - Athena data only)</i> | 1,135 | | | |
| | Solved Number | 185 | | | |
| | - Percentage solved | 16.3% | | | |
| | Percentage of Cases where investigation not possible | 1.7% | | | |
| | Percentage of Cases where victim does not support | 28.5% | | | |
| Business Crime | Number of Business Crimes <i>(by Keyword - Athena data only)</i> | 7,464 | | | |
| | Solved Number | 2,045 | | | |
| | - Percentage solved | 27.4% | | | |
| | Percentage of Cases where investigation not possible | 0.2% | | | |
| | Percentage of Cases where victim does not support | 4.6% | | | |
| Confidence | % of public who agree police are doing a good job | 63.6% | 65.6% | -2.0% | |
| | % of public who agree police deal with community priorities | 58.9% | 63.2% | -4.3% | |
| | % of public who agree police would treat them fairly | 69.4% | 71.3% | -1.9% | |
| | % of public who have confidence in the police overall | 79.1% | 80.0% | -0.9% | |
| | Average time taken to answer 101s (seconds) | 262 | 86 | 205.7% | ▲ |

Caveat: Confidence data is for the 12-month period to September 2017. ONS to release December 2017 data at the end of April 2018.

PERFORMANCE REPORT: Workforce

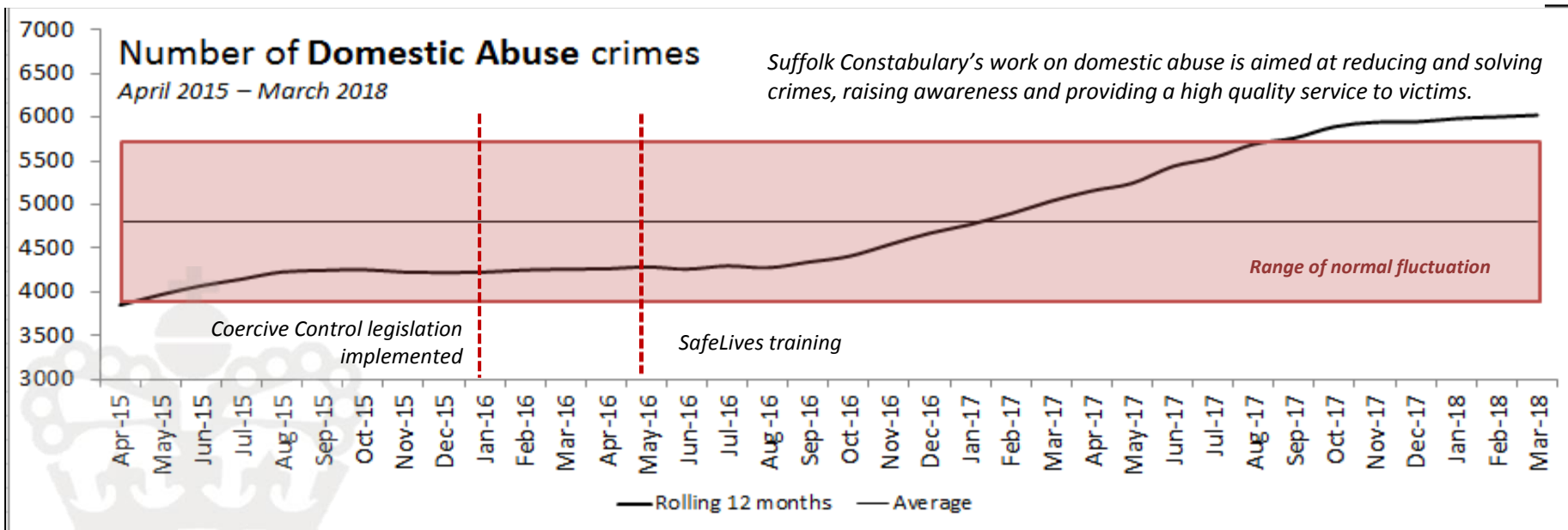
Quarter 4 2017/18

As at 31/03/2018

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 | 906 | The strength of Police Officers stands at 0.93% below establishment as at 31/03/2018. PCSO strength stands at 20.56% below establishment as at 31/03/2018. The current police staff strength stands at 13.36% below establishment as at 31/03/2018. |
| Strength | 1071 | 85 | 785 | |
| % working hours lost to sickness (Year to Date i.e. April – March 2018) (force target 3.4%) | 4.99% | 4.60% | | Sickness absence for Suffolk Police Officers increased in comparison with the corresponding point at the end of the previous financial year from 4.32% to 4.99%. Sickness absence for Suffolk Police Staff increased in comparison with the corresponding point in the previous financial year from 4.49% to 4.60%. These are on a par with national averages, both within policing and more broadly. |
| Number on recuperative duties (as at 31 March 2018)* 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 | 88 | 32 | | There were 5 more police officers on recuperative duties as at 31/03/2018 than as at 31/12/2017. For police staff and PCSO's, there were 9 fewer on recuperative duties as at 31/03/2018 than as at 31/12/2017. |
| Number on adjusted duties (as at 31 March 2018)* 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. | 32 | 7 | | There were 3 more police officers on adjusted duties as at 31/03/2018 than as at 31/12/2017. For police staff and PCSO's, this is unchanged from 31/12/2017. |

PERFORMANCE REPORT: Domestic Abuse



Performance at a glance

| | |
|---|---|
| Level of crime | Significant recent upward trend over 12 months, surpassing upper exception but remained stable recently |
| Level of successful investigations | 1 in 5 crimes are solved |
| Level of victim support for police investigations | Just under 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 | 6,024 (+27.3%) |
| % of crimes where an investigation was not possible | 0.4% (-0.1%) |
| % crimes where victim does not support police investigation | 54.6% (+13.0%) |
| % crimes solved by police | 18.4% (-10.5%) |
| % 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 remains statistically exceptional in comparison to the last three years, although this has been stable for a prolonged period. The constabulary continues to ensure that National Crime Recording Standards are rigorously applied, and officers are better trained to recognise coercive and controlling offending. As a result of the increases in recorded offences, the rate of solved domestic abuse crimes has declined compared to the longer term average. This has also remained stable compared to recent reporting periods. The constabulary had a number of investigations awaiting an administrative 'closure' on its crime system. This has considerably reduced in number although there are additional unsolved cases still being added to the latest figures so the proportion of crimes where a victim does not support police prosecution may increase. This rate currently stands at just over half of all domestic abuse cases.

With the introduction of Annual Data Return 444 (domestic abuse victim satisfaction survey), Suffolk needed to consider how this new requirement for surveying victims of domestic abuse might best be met whilst ensuring the safety of victims being surveyed. A business case was developed which indicated that the most efficient and cost-effective way would be to conduct the surveys 'in-house'. A new post of victim survey coordinator, which will sit within the domestic abuse teams in the Safeguarding and Investigations department, is anticipated to be advertised by the end of April 2018 and surveys due to begin in Summer 2018. The questions asked in the survey are under development (as forces have been left to decide what they are), but will include the same key performance indicators as used for the PCC priority surveys. Being a new survey, it will take some time to build up enough data to draw any meaningful findings from the surveys and reporting on that data will likely begin in 2019. It will not be possible to look at national / regional comparisons in victim satisfaction for domestic abuse.

Operational Commentary:

The Domestic Abuse Delivery Board continues to deliver on the Constabulary DA strategy organised under the 4 P headings (Pursue, Prevent, Protect, Prepare). Comprehensive analysis of DA performance data have allowed strategic managers to focus internal efforts on areas of required improvement.

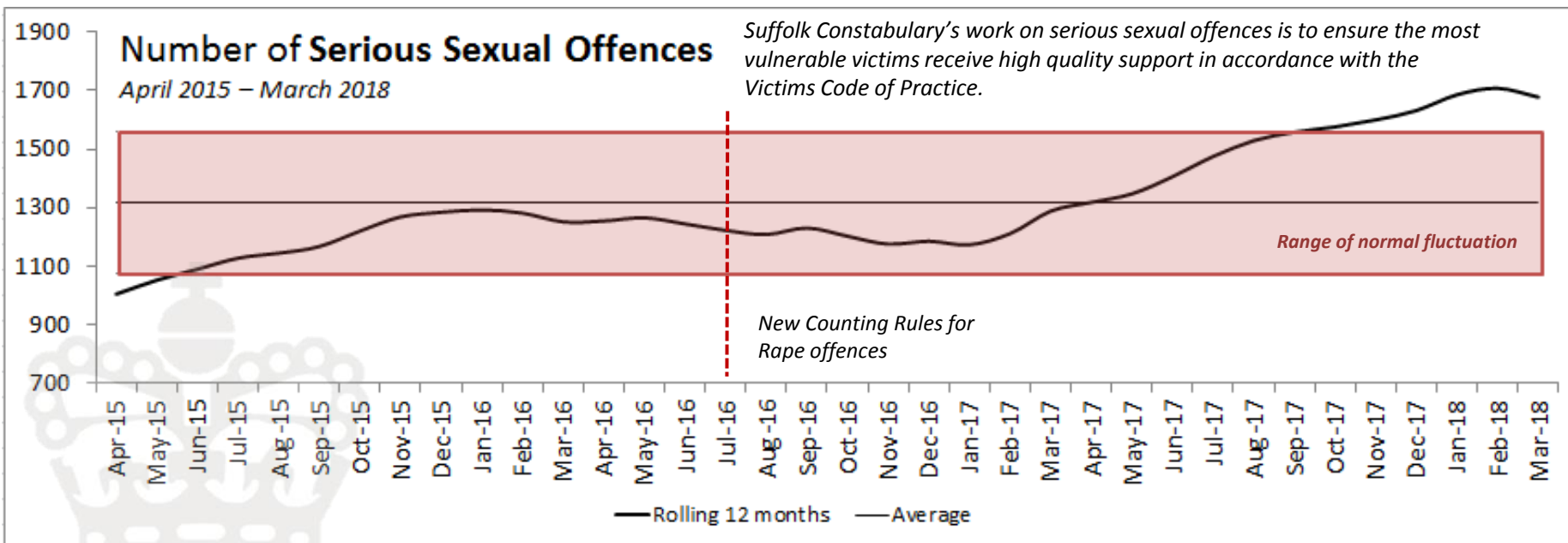
The Local Authority in partnership with the Constabulary commissioned a scoping of the requirement and options regarding a Multi-Agency Domestic Abuse Hub. The result of initial scoping work was presented to SCOLT in late March 2018 and next steps are awaited.

The Suffolk Domestic Abuse Partnership (SDAP) continues sharing best practice and learning across all sectors. A data framework has been established and data is being shared to the partnership from the charitable sector and some of the harder to reach commissioned/ charitable services.

The Domestic Abuse Scrutiny Panel continues to review DA investigations in partnership with the CPS and Charitable Sector, these have been used to influence audit work, policy change and the Constabulary delivery plan. Local internal scrutiny panels have been developed to ensure a collective ownership of improvement in policing performance. These panels allow for management focus on the use of Body Worn Video and investigative/ safeguarding standards delivered by front line staff to ensure that best practice is captured and learning shared across the Constabulary.

There has been significant policy change with regard to Stalking and Harassment offences in the reporting period. Based on national recommendation, the Constabulary have abandoned the use of the Police Information Notices and have taken a policy position that all stalking offences will receive detective level investigation and management to ensure the highest standards of investigation in this risky area of policing business.

PERFORMANCE REPORT: Serious Sexual Offences



Performance at a glance

| | |
|---|---|
| Level of crime | Significant recent upward trend, surpassing upper exception level but stabilised recently |
| Level of successful investigations | 1 in 16 crimes are solved |
| Level of victim support for police investigations | 2 out of 3 victims support police investigations |

Last 12 Months in Detail

(difference to 3 year average in brackets)

| | |
|--|-------------------|
| Number of crimes | 1,678 (+29.5%) |
| % of crimes where an investigation was not possible | 2.9% (-0.4%) |
| % crimes where victim does not support police investigation | 33.7% (+3.6%) |
| % crimes solved by police | 6.1% (-5.8%) |

Serious Sexual Offences

Analysis:

The number of reported serious sexual offences remains at an elevated level compared to previous years. All forces are experiencing significant increases in rape reporting (rape is the only data that can be compared with other forces). The consequence of additional crimes being recorded has been that the rate of solved serious sexual offences has declined by 5.8% compared to the longer term average. Similar solved rates are being reported by other forces in the Eastern region, and the majority of forces in Suffolk's 'most similar' group (a group of forces defined as similar to Suffolk, by the Home Office).

In the past 12 months, over half (53%) of all serious sexual offences are reported within seven days of the alleged offence being committed. Two thirds have an outcome recorded against the crimes. The majority (60%) of serious sexual offences are recorded as rapes against females aged 16 and over, or sexual assaults on a female 13 or over. Two thirds of these crimes are resolved with either evidential difficulties or the victim withdrawing support for prosecution as the reason for the crime being unsolved.

The percentage of victims supporting police investigation remains stable. In the near future, victims of serious sexual offences will be surveyed following extensive case research and safety checks. In terms of methodology, a similar approach to DA surveying will be required i.e. be carried out 'in-house'. It is anticipated that the new post recruited to carry out domestic abuse surveys will have the capacity to undertake the SSO surveys. This will be finalised once the vacancy is filled and processes for surveying victims of Domestic Abuse are embedded. It will not be possible to look at national / regional comparisons in victim satisfaction for serious sexual offences.

Operational Commentary:

The Serious Sexual Offences (SSO) Delivery Board continues to deliver on the SSO Strategy which is organised under the 4 P's (Pursue, Prevent, Protect, Prepare). There has been a draft strategy agreed across the multi-agency landscape that relates to the Violence Against Women and Girls (VAWG) agenda.

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.

The ability of CPS to progress and review cases is still hampered by the retrospective review of Rape and SSO cases. To date, there has been no Suffolk case returned for remedial work as a result of the process.

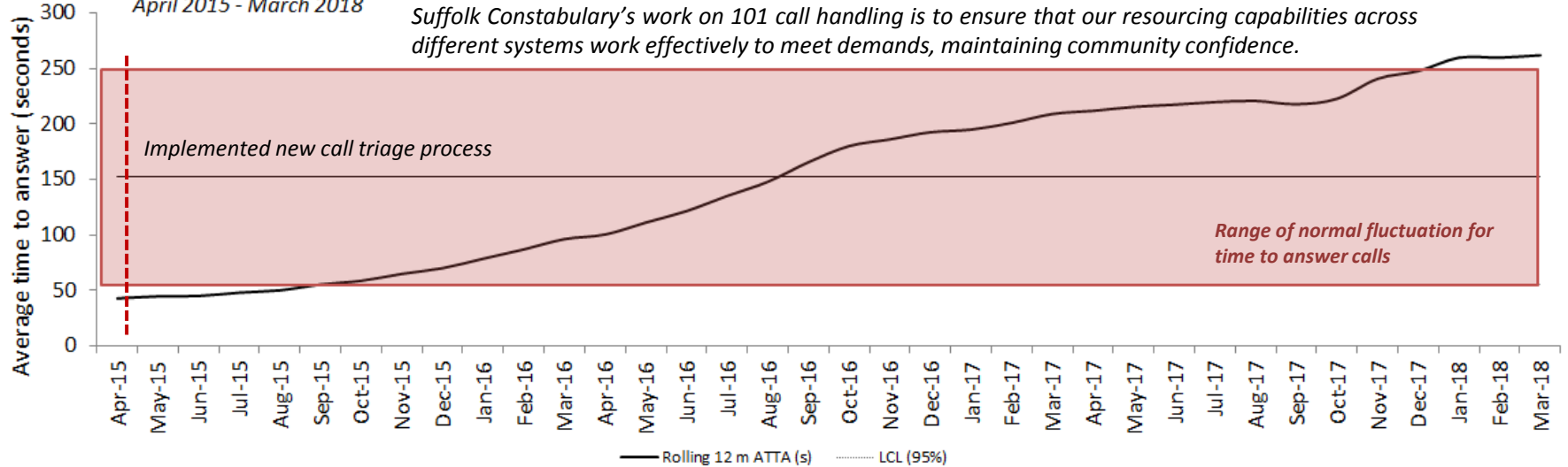
The Constabulary is actively engaged in a multi-agency media campaign aimed at tackling the issue of 'consent' in an SSO context. A media company has been commissioned to develop a social media campaign targeted at most prevalent perpetrator groups to place greater understanding of the issue and proactively influence thinking within the target groups. The campaign will be launched in early summer but as the material will be owned by the constabulary, this will be re-usable at strategically identified dates.

PERFORMANCE REPORT: Confidence: 101 Call Handling

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

April 2015 - March 2018

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 remains stable after a short period of increasing average time to answer |

Analysis:

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.

Calls are answered on average after 14 seconds and triaged to ensure those requiring urgent action are transferred to the emergency system. Non-emergency are redirected appropriately into the queue. The average time to answer is the entire time that a caller waits in the queue, which is currently 4 minutes and 22 seconds.

The constabulary continues to promote use of the non-emergency number and other channels for issues that are inappropriate for 999. Analysis shows that the number of crimes reported online has doubled in the past 18 months to 9% of all crimes recorded by the constabulary.

Last 12 Months in Detail

(difference to 3 year average in brackets)

| | |
|---------------------------|----------------------|
| Number of 101 calls | 176,131 (-4.8%) |
| Average Time To Answer | 4 minutes 22 seconds |
| Average 101 calls per day | 482 |
| Average call duration | 6 minutes 24 seconds |

Confidence: 101 Call Handling

Operational Commentary:

CCR staff retention is generally good with staff mainly departing when Police Constables are being recruited by the force. A rolling programme of CCR staff recruitment is taking place with the next intake of 10 coming in April 2018, and another planned for August 2018.

The CCR works closely with the RMU (Resource Management Unit) to match staffing to predicted demand. There are extra staff on duty during peak times and during peak summer months.

The new telephony IT system, due for imminent implementation, will replace ageing systems with new technology. This will allow the CCR to identify and prioritise the most important non-urgent calls and offer more options for the public to contact the constabulary.

The CCR is also working with a company to be the first emergency service in the UK to introduce new mapping/addressing technology, which has the potential to locate lost persons more quickly and get help to those in the most isolated locations.

The new constabulary website has been re-designed to improve the service to the public. More people are taking advantage of it each year to report non-urgent crimes and incidents, visit frequently asked question pages and get in touch.



PERFORMANCE REPORT: Traffic Offence Reports

Suffolk Constabulary's work on killed and seriously injured collisions is to make our roads safer through initiatives such as tackling the 'Fatal Four' (speeding, mobile phones, drinking and seat belts).

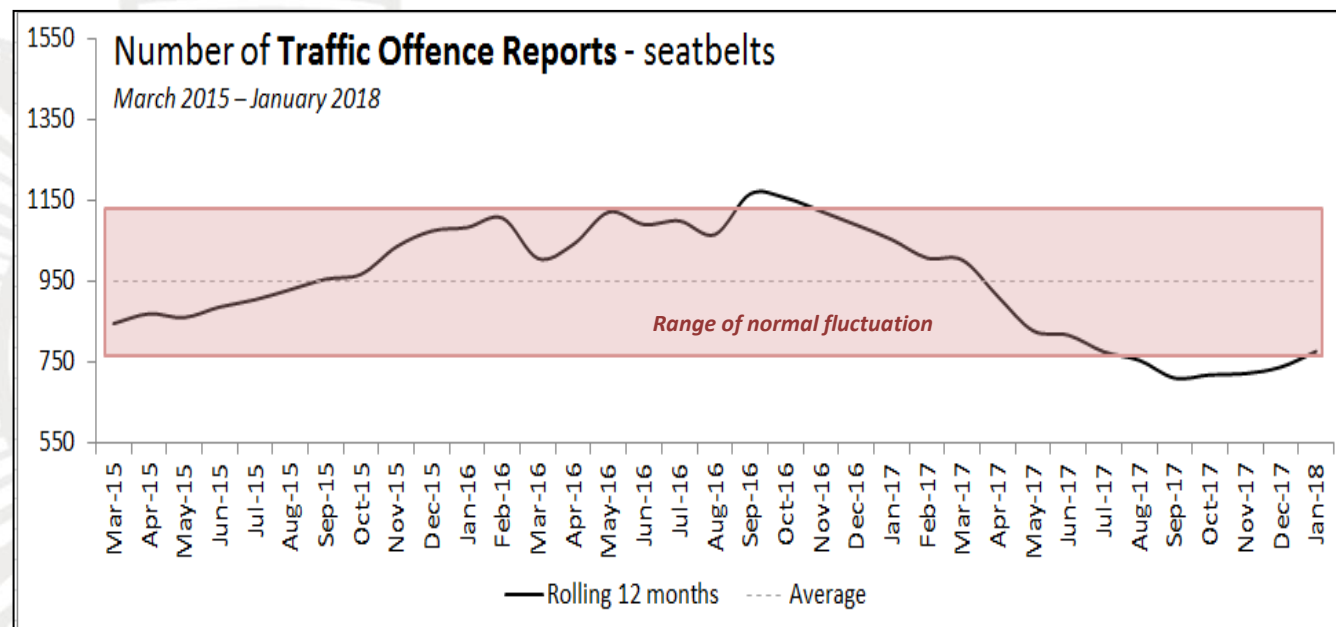
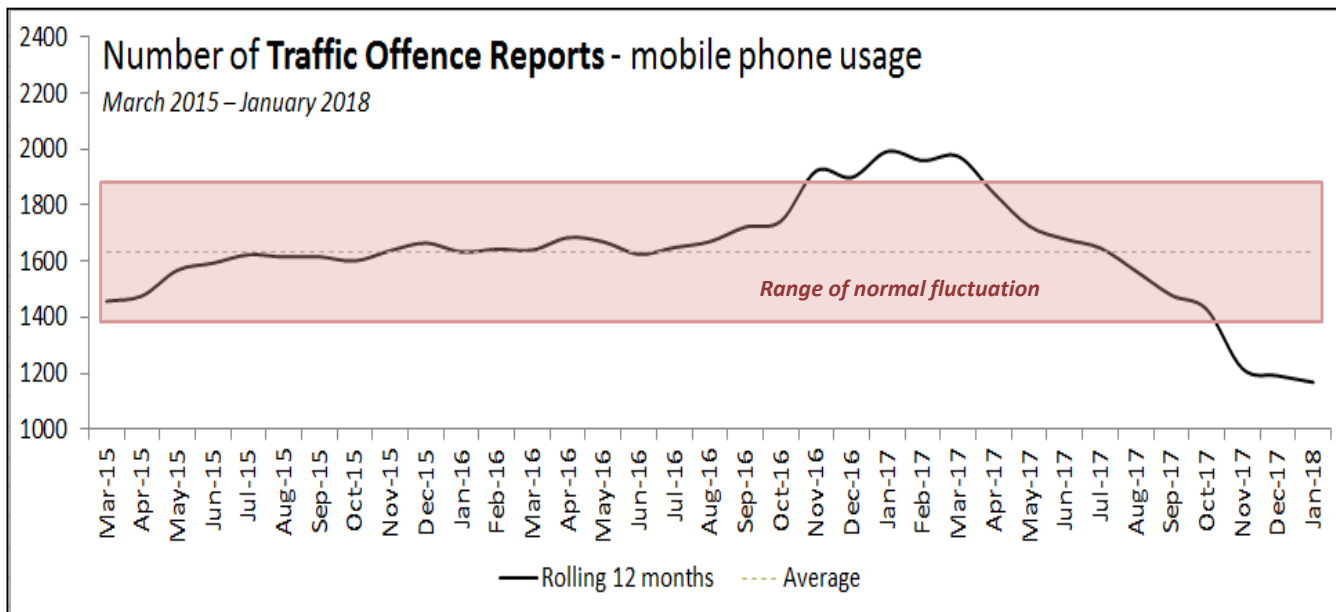
Last 12 Months in Detail

(difference to 3 year average in brackets)

| | |
|---|-------------------|
| Number of KSI collisions recorded * | 244 (+1.0%) |
| Number of TORs issued for mobile phone use ** | 1,168 (-27.9%) |
| Number of TORs issued for seatbelts ** | 778 (-17.9%) |

* figures up to 28/02/2018

**figures up to 31/01/2018



Traffic Offence Reports

Operational Commentary:

Traffic Offence Reports (TOR) issued for mobile phone usage and seatbelts have dropped in the last quarter of 2017. There are a number of reasons why this might be the case so work will be undertaken to understand this.

Unlike other forces, the number of officers assigned to roads policing duties has not been reduced. In fact, extra resources, such as the Motorcycle Team have been invested in by the Police and Crime Commissioner in recent years.

The constabulary continues to work with road safe partners to pursue opportunities to improve engineering, deliver education and take enforcement action. Roads policing officers are investing a greater proportion of time on targeting road users who use drugs, as it supports other departments in efforts to tackle the threat from drugs markets.

