

Suffolk Constabulary

Police and Crime Plan Performance Progress Report



February 2015

Police & Crime Plan Objectives

| Police & Crime Plan Objectives | | | | | | |
|--------------------------------|--|------------------------|-----------------------|---------------------------------------|---------------------|-------------------------------|
| Objective | Measure | 12 months to 31 Dec 14 | Baseline ¹ | Comparison to baseline ^{1,2} | Status ³ | National ranking ⁴ |
| Responding to Emergencies | 999 Call Handling ⁵ | 90.4% | 92.0% | -1.6% | ⬇️ ⬆️ | N/A |
| | Response to Emergency Incidents | 92.9% | 90.3% | +2.6% | ⬆️ ⬆️ | N/A |
| Solving Crime | Violence with Injury – Solved | 49.5% | 52.5% | -3.0% | ⬇️ ⬇️ | 4th |
| | Domestic Burglary – Solved | 26.7% | 20.1% | +6.6% | ⬆️ ⬆️ | 6th |
| | Robbery – Solved | 39.5% | 31.1% | +8% | ⬆️ ⬇️ | 4th |
| | Serious Sexual Offences – Solved | 20.5% | 24.5% | -4.0% | ⬇️ ⬇️ | 24th |
| | Drug Trafficking – Solved | 95.3% | 91.0% | +4.3% | ⬆️ ⬇️ | 9th |
| Preventing & Reducing Crime | Violence with Injury – Crimes | 3,733 | 3,864 | ▼3.4% | ⬆️ ⬇️ | 12th |
| | Domestic Burglary – Crimes | 1,395 | 1,744 | ▼20% | ⬆️ ⬇️ | 8th |
| | Robbery – Crimes | 167 | 262 | ▼36% | ⬆️ ⬆️ | 9th |
| | Anti-Social Behaviour Incidents | 21,574 | 29,598 | ▼27% | ⬆️ ⬆️ | 15th |
| | Total - Crimes | 36,704 | 40,697 | ▼10% | ⬆️ ⬇️ | N/A |
| Caring | Victims' Satisfaction – Whole Experience | 87.4% | 84.7% | +2.7% | ⬆️ ⬇️ | 12th |
| | Victims' Satisfaction – Follow-up | 81.7% | 77.2% | +4.5% | ⬆️ ⬇️ | 9th |
| | Domestic Abuse Repeat Victimization (existing) | 65.4% | 65.4% | = | ⬆️ ⬆️ | N/A |
| | Domestic Abuse Repeat Victimization (proposed) | 31.3% | 29.5% | +1.8% | ⬇️ ⬇️ | N/A |

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 | 66.4% | 62.7% | +3.7% | ⬆️ ⬇️ | 10th |
| | Public Confidence – Community Priorities ⁶ | 65.4% | 61.6% | +3.8% | ⬆️ ⬆️ | 12th |
| | Public Confidence – Fair Treatment ⁶ | 70.7% | 68.0% | +2.7% | ⬆️ ⬇️ | 7th |
| | Public Confidence – Overall Confidence ⁶ | 77.3% | 74.7% | +2.6% | ⬆️ ⬇️ | 16th |

- 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. Baselines have been updated as per a previous report (AP14/26 – Appendix A).
- The comparison to the baseline represents the last twelve months performance against the baseline.
- 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.
- 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 December 2013 – November 2014. Similarly for Victims' Satisfaction, but one month slower, so those shown are for the period November 2013 – October 2014. Public Confidence 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).
- National guideline standard 90% (http://library.college.police.uk/docs/homeoffice/call_handling_standards.pdf)
- These indicators are updated on a quarterly basis, the latest being for the period October 2013 – September 2014, with newer data released on or after 23rd April 2015.

999 Call Handling – Lead Officer: Supt (Operations)

Emergency 999 calls answered within 10 seconds

| | | | | |
|-----------------------|----------------------------|------------------------------|-------------------------------|--------------------------|
| Calls received | Year to date 62,570 | Last 12 months 81,718 | 3-year baseline 89,092 | National rank N/A |
| Within target | Year to date 90.2% | Last 12 months 90.4% | 3-year baseline 92.0% | National rank N/A |

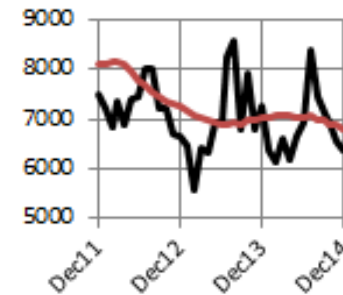
Performance Summary

- Performance relating to the answering of 999 emergency calls within ten seconds remains below the baseline, with 90.4% meeting this target over the twelve months to December 2014.
- The monthly proportion of 999 calls answered within 10 seconds has slipped below the national standard of 90% in three out of the last six months.
- Rolling annual performance has improved in November and December to above 90%, but year to date levels remain below the baseline of 92%.
- In terms of demand, the volume of calls received has reduced in the last quarter following the spike seen over the summer months. The 6,355 calls recorded in December was the lowest since April 2014.

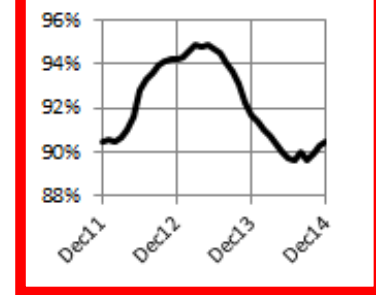
Why?

- The recent improvement in November and December has been assisted by lower levels of long term sickness in the CCR. Actual staffing levels against establishment remains under establishment by 18 FTE along with five staff on maternity leave. There will be a recruitment of 18 operators, trained and ready for ‘go live’ in two tranches - February and June 2015, plus a review of shifts and flexible working patterns (live date May 2105), will better support staffing needs against current demand.

Monthly & average demand



Rolling annual performance



Policing Response

Nine new controllers have been recruited and are expected to start in February 2015 and the recruitment of a further nine controllers will be progressed in January. New shift patterns have been confirmed for full time CCR staff, with the full shift review due for completion in mid January 2015. The CCR continues to prioritise emergency calls by using ring-fenced staff – this means that individual staff members are identified and their telephones are manually changed to accept only 999 calls to protect these ahead of the larger volume of non-emergency calls (101’s). Resilience has also been increased in the CCR with reserve trained officers refresher training now completed.

The CCR service desk is running as a pilot between October 2014 and March 2015. It will run between 8am and 8pm daily and be staffed by six police officers / staff. Functions of the service desk include dealing with Police advice calls, making outbound calls, providing updates on crime enquiries from members of the public, and basic intelligence research. The overall aim of the pilot is to reduce demand on the frontline and assist staff in the control room, with an evaluation planned in the coming months.

101 Call Handling – Lead Officer: Supt (Operations)

Non-emergency 101 calls answered within 20 seconds

| | | | | |
|-----------------------|-----------------------------|-------------------------------|--------------------------------|--------------------------|
| Calls received | Year to date 138,968 | Last 12 months 183,302 | 3-year baseline 172,855 | National rank N/A |
| Within target | Year to date 65.9% | Last 12 months 67.5% | 3-year baseline 82.6% | National rank N/A |

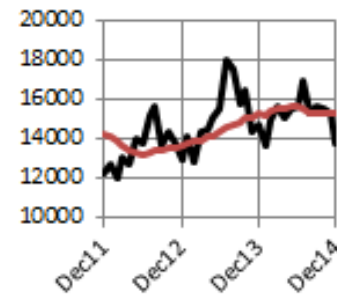
Performance Summary

- 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.
- The number of calls received in the last quarter reduced by 7.1% on the previous three months and 2.1% on the same quarter last year, whilst the proportion of calls answered within target was down by 2% on the previous quarter and almost 8% lower than the same period last year. In December, the volume of 101 calls dropped to 13,774 – only the third time in the last two years that volume has dropped below 14,000 in a month.
- The Force seeks to answer 80% of such calls within twenty seconds, however performance has remained below 70% since September 2014. The target of answering 80% of calls in 20 seconds has not been met since January 2014 and has declined steadily since. 999 calls are always prioritised above 101 and call taker resources apportioned accordingly, factoring in expected demand.

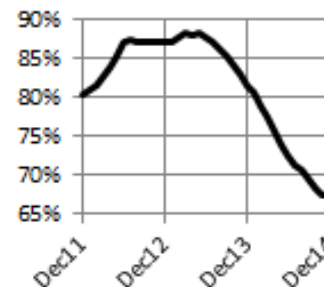
Why?

- Actual staffing levels against establishment remains under establishment by 18 FTE along with five staff on maternity leave. There will be a recruitment of 18 operators, trained and ready for 'go live' in two tranches - February and June 2015, plus a review of shifts and flexible working patterns (live date May 2105), will better support staffing needs against current demand.

Monthly & average demand



Rolling annual performance



Policing Response

There is a continuing focus on quality and service delivery, and a review of shift patterns / flexible working as part of a wider CCR review as mentioned on the previous page. The THRIVE concept continues to progress with training for CCR staff being planned for early 2015. THRIVE is a method of assessing the threat, harm and risk of each call coming into the control room (not including emergency calls) and using this as the basis for deciding whether to deploy an officer and how urgently that officer should be deployed. The system aims to potentially reduce the number of calls to which officers are deployed, rather than the actual volume of calls into the CCR. The force website is being developed which will allow members of the public to interact with police via that platform, particularly where advice is sought, which is intended to reduce 101 call demand. The force will be launching a digital IP telephony system, including automated telephony options in Autumn 2015 which again is intended to reduce 101 call demand.

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 11,278 | Last 12 months 15,225 | 3-year baseline 12,670 | National rank N/A |
| Within target | Year to date 93.5% | Last 12 months 92.9% | 3-year baseline 90.3% | National rank N/A |

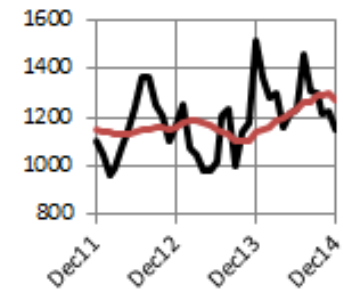
Performance Summary

- The twelve-month average number of incidents graded as requiring emergency response continued to rise through to November, followed by a slight drop in December.
- The demand posed by such incidents during the three months to end of December 2014 dropped by 12.0% compared with the previous 3 months, and by 6.6% compared to the same period last year. Performance in attending these emergency incidents has tracked above the baseline target of 90.3% since February 2014.

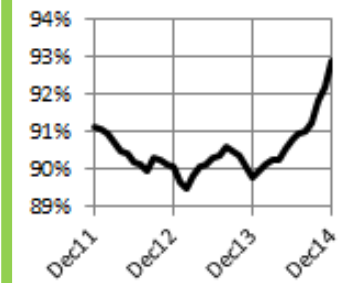
Why?

- The Joint Performance and Analysis Department have been asked to investigate data looking at the increase in grade A responses in comparison to the decrease in 999 call handling volume – the results of which will be available by 6th February 2015.

Monthly & average demand



Rolling annual performance



Policing Response

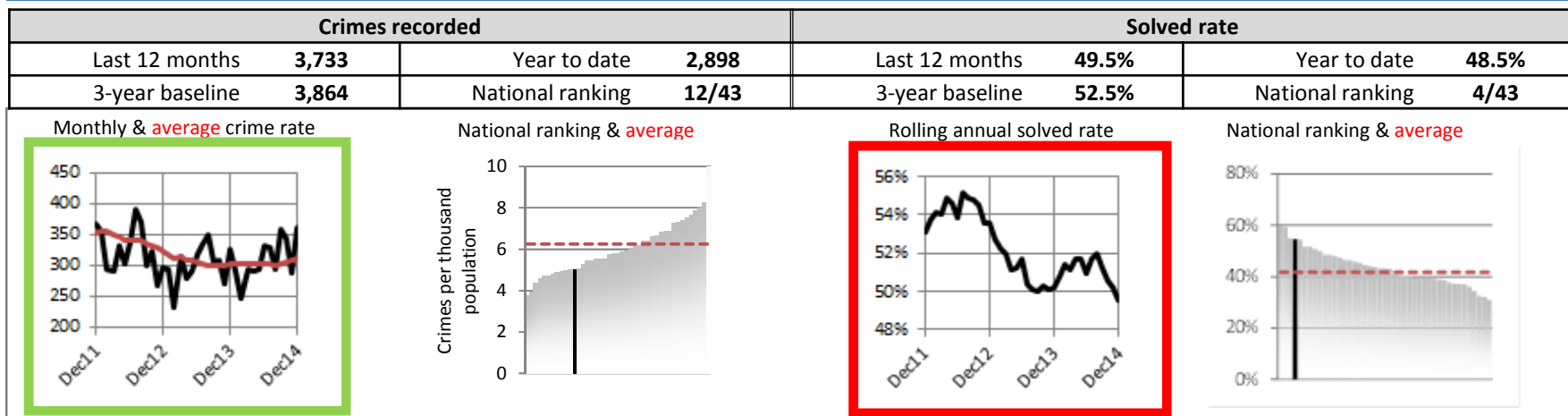
CCR Supervisors continue to review key categories of events phoned in to identify higher risk incidents and the downgrading of any CAD requires supervisor ratification. Increased auditing has been introduced with a daily review of response to incidents on nominated themes. STORM has now been upgraded to the latest version and a new gazetteer which will allow for more accurate identification of addresses, and therefore improved response times, is to be introduced in January 2015.

The focus remains on ensuring that target response times are achieved and incidents are appropriately graded and allocated, with increased monitoring by supervisors around good and poor performance – particularly with regard to appropriate grading and resource allocation.

The removal of Neighbourhood Response Team (NRT) posts in 2015/16 may impact upon capacity to maintain performance.

Violence with Injury – Lead Officer: Supt (CPC Ipswich)

Assaults causing injury irrespective of intent, ranging from ABH to murder



Performance Summary

- The number of crimes of violence with injury in Suffolk remains favourable compared to the baseline. Whilst there was a spike of recorded offending in December, the rolling annual crime rate remains stable, at 3.0% below the baseline. Suffolk currently sits in 12th position in the national rankings, a drop of one place compared to September 2014.
- The solved rate for violence with injury has deteriorated and stands at 3.0% short of the baseline, but Suffolk remains in 4th position in national rankings.

Why?

- Suffolk continues to ensure that all crimes are recorded ethically in order to ensure compliance with Crime Data Integrity requirements, and provide a high quality of service to victims. Violent crimes are regularly reviewed to ensure all investigative opportunities are pursued.

Policing Response

Operation Facilitate (police response to Night Time Economy violence over Christmas and the New Year) is to be reviewed in order to pick up on any key learning points for next year. Night Time Economy plans are also being reviewed to incorporate vulnerability issues into them rather than simply focusing on crime. Daily and weekly crime audits are carried out by Detective Inspectors to ensure dynamic quality assurance of investigations – that they are progressing appropriately and that no investigative opportunities are missed. Evidential CCTV capture has now been implemented in Martlesham and Bury St Edmunds Police Investigation Centres and the CCTV memory stick initiative for CCTV retrieval is being progressed, which will mean frontline officers carrying USB memory sticks to enable them to download CCTV directly from many systems, negating the need for a return visit at a later date to collect CCTV footage.

Domestic Burglary – Lead Officer: D/Supt (CPC Investigations)

Burglary of domestic dwellings, including attempts and distraction offences

| Crimes recorded | | | | Solved rate | | | |
|-----------------|--------------|------------------|--------------|-----------------|--------------|------------------|--------------|
| Last 12 months | 1,395 | Year to date | 1,085 | Last 12 months | 26.7% | Year to date | 29.4% |
| 3-year baseline | 1,744 | National ranking | 8/43 | 3-year baseline | 20.1% | National ranking | 6/43 |

| Monthly & average crime rate | National ranking & average | Rolling annual solved rate | National ranking & average |
|------------------------------|----------------------------|----------------------------|----------------------------|
| | | | |

Performance Summary

- The number of crimes recorded in the last quarter has reduced by 13.7% over the previous quarter, though is 14.0% above the same period last year. Nationally, Suffolk has dropped two places to 8th in terms of crime rate this quarter, compared to 6th last quarter.
- However, the solved rate stands at 29.4% for the year to date, whilst the rolling annual rate of 26.7% is the highest it has been since early 2011. Suffolk has risen from being the 10th best performing force in the previous quarter to the 6th.

Why?

- One of the reasons for current performance is the impact of the offender management model in delivering multi-agency support to relevant offenders both inside and outside the custody environment in order to prevent further offending.
- The evolution of Priority Crime Teams based in Ipswich and West Suffolk has also contributed. The teams are able to collate and identify any linked offences therefore any suspect once arrested is provided with a 'premium service' whilst in custody, which will include intelligence interviewing, and the fast tracking of forensic submissions
- The development of a briefing template for emerging series has assisted in flagging new series on a daily basis, as well as highlighting potential suspects, hotspot areas and securing specialist resources where appropriate. Investigators work closely with Crime Scene Investigators for early identification of similar offences and for the 'fast-tracking' of forensic submissions linked to priority crimes.

Policing Response

The Community Safety department is delivering proactive media messages to members of the public with crime prevention advice (e.g. Close it, Lock it, Check it), and carrying out targeted crime prevention surveys in relevant areas.

A prolific dwelling burglar who had been operating across Norfolk and Suffolk was arrested and charged, in Suffolk, and subsequently sentenced to six years in prison. This individual was linked to 90 offences of burglary dwelling and other building.

Five proactive force-wide days of action were carried out in 2014 under Op Drawbridge – aimed at preventing, reducing and solving Domestic Burglary.

An extensive operational delivery plan is in place and regularly monitored.

Robbery – Lead Officer: D/Supt (CPC Investigations)

Theft, or attempted theft, of personal or business property by use or threat of violence / force

| Crimes recorded | | | | Solved rate | | | |
|-----------------|------------|------------------|-------------|-----------------|--------------|------------------|--------------|
| Last 12 months | 167 | Year to date | 123 | Last 12 months | 39.5% | Year to date | 39.8% |
| 3-year baseline | 262 | National ranking | 9/43 | 3-year baseline | 31.1% | National ranking | 4/43 |

| Monthly & average crime rate | National ranking & average | Rolling annual solved rate | National ranking & average |
|------------------------------|----------------------------|----------------------------|----------------------------|
| | | | |

Performance Summary

- Robbery performance has been strong in Suffolk with a continued downward trend seen in the crime rate, improving the national standing by two places to 9th compared to the previous quarter.
- The solved rate stands at 39.8% for the year to date, pushing the force up from 9th to 4th in the national rankings and forming part of a continued upward trend in solved rates.

Why?

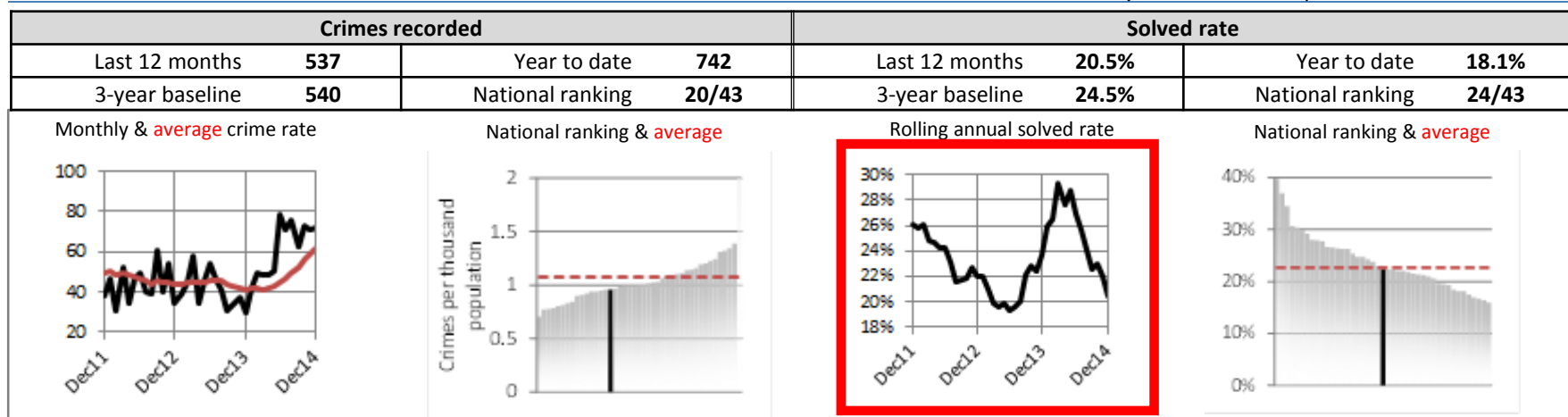
- The reasons for current robbery performance are as per the reasons for burglary dwelling – the impact of the offender management model, the development of Priority Crime Teams, and the development of a tasking and briefing system template for emerging series of offences.

Policing Response

All robbery offences are discussed at Force Daily Management Meetings (FDMM) in order to ensure appropriate allocation of investigators and to ensure any emerging trends are promptly identified and targeted. There has also been continued investment in Priority Crime Teams in order to improve quality of service to victims. A review of the College of Policing robbery tool kit and the West Midlands Robbery plan were undertaken at the end of 2014 in order to identify any best practice which could be applied in Suffolk. An extensive operational delivery plan is in place and regularly monitored.

Serious Sexual Offences – Lead Officer: D/Supt (Public Protection)

Offences of rape and sexual assault, plus sexual activity with vulnerable persons



Performance Summary

- Levels of Serious Sexual Offending have remained high since June 2014. As previously reported, the increase is not biased by a rise in the reporting of historically committed offences, suggesting there may be a more systematic reason for the increase. As suggested previously, this may be due in part to improved crime recording following the HMIC Crime Data Integrity inspection.
- The solved rate has suffered largely as a result of the spike in demand, and the rolling average has been in decline over the last 12 months, though Suffolk's ranking nationally has improved from 33rd to 24th

Why?

- Priorities for the Public Protection Unit in dealing with serious sexual offences are meeting victim needs, safeguarding, public safety and public confidence. The victims needs are at the centre of the investigation from initial contact through to conviction (or 'No Further Action') of suspect, but these will not always be aligned to police performance measures. The D/Supt. Public Protection recently delivered a presentation to the PCC on rape and SSO and it was agreed that a new performance framework would be designed in order to achieve a greater sophistication in measures over and above simply considering the solved rate.

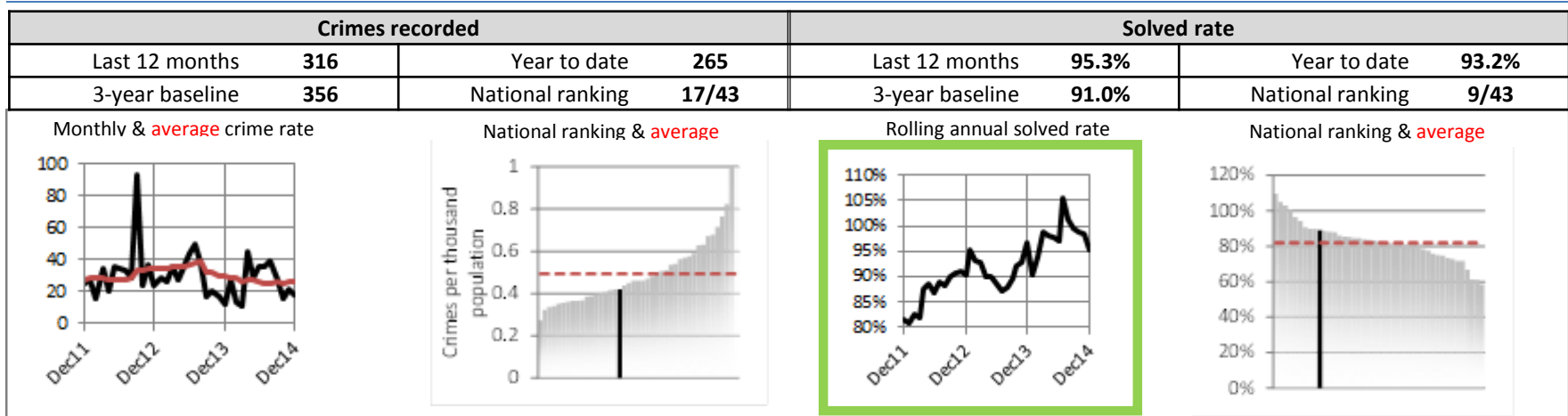
Policing Response

The Joint Performance and Analysis Department (JPAD) have recently completed strategic profiles on Rape and Serious Sexual Offences, with associated recommendations forming part of an action plan. Guidance on risk assessment processes for all NFA decisions have been introduced for victims and suspects and formal peer review processes will be adopted for stranger offences (in conjunction with the Major Investigation Team). Victims forums are in the process of being set up, along with additional crisis workers being selected to improve the quality of service to victims.

JPAD will introduce a new performance framework for SSO performance data as mentioned above, by April 2015. An additional eight staff were deployed into the Protecting Vulnerable People directorate on 5th January 2015, and further staff introduced as a result of the increase in the precept.

Drug Trafficking – Lead Officer: Supt (CPC West)

Production, supply or possession with intent to supply controlled drugs



Performance Summary

- The number of drug trafficking offences has reduced since a change in the Force’s policy in late 2013 for such offences, whereby a recordable crime report is only created once the nature of the offence and the classification of the substance have been validated. This eliminated a process which gave an artificially high count of crimes under investigation, which in turn has now resulted in a higher, more representative solved rate for these crimes, rather than recording a crime and later having to disprove its commission.
- Suffolk is currently ranked 9th for the solved rate of drug trafficking offences, and continues to track above the 3 year baseline rate at 93.2% detection rate for the year to date. Suffolk currently has a lower crime rate than the national average, together with a detection rate which is higher than the national average.

Why?

- Pro-active operations are taking place in all command areas (such as Operation Volcanic, targeting London based drug dealers in Ipswich)

Policing Response

Work continues between the Constabulary and its partner agencies to reduce demand and protect vulnerable people. The constabulary monitors community issues and identifies current and potentially vulnerable targets of exploitation by organised drug dealers. Police Community Support Officers (PCSOs) continue to deliver crime prevention and deterrent advice in schools. A Home Office review of Ending Gangs and Youth Violence has taken place in Ipswich. The recommendations made in the review have been included in a draft partnership strategic plan which is currently with partners for consultation.

The Suffolk Change Programme Board has recently approved a business case to merge the current spread of pro-active teams in Suffolk into one new Tactical Aid Unit. The result of this will be a reduction of three sergeants and sixteen officers from the overall proactive policing establishment. The new unit will be composed of three teams covering East Suffolk, West Suffolk and Ipswich and a drugs team based in Ipswich. The drugs team will be staffed by a detective sergeant and six officers, and therefore there is no reduction in the proactive capability in this area of business.

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

Recorded incidents finalised as any classification of Anti-Social Behaviour

| | | | | |
|---------------------------|----------------------------|------------------------------|-------------------------------|----------------------------|
| Incidents recorded | Year to date 16,923 | Last 12 months 21,574 | 3-year baseline 29,598 | National rank 15/43 |
|---------------------------|----------------------------|------------------------------|-------------------------------|----------------------------|

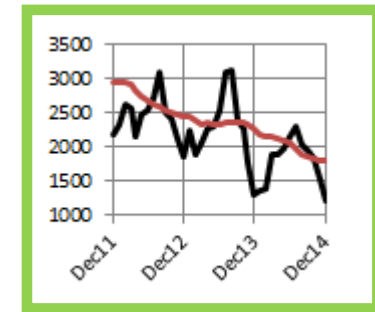
Performance Summary

- The number of incidents of anti-social behaviour reported to police remains on a downward trajectory, and December 2014 saw the lowest number of incidents since records began. This is a national trend, and Suffolk remains at 15th nationally in terms of volume of ASB reported.

Why?

- Suffolk Constabulary now takes a far more sophisticated approach to problem solving than ever before. In particular, repeat victims (callers) and repeat offenders are proactively identified and these groups are then managed by trained partnership teams (e.g. Safer Neighbourhood Teams / Operational Partnership Teams) to effectively solve these often run long incidents. By working on these high volume (in terms of volumes of calls) cases, a significant inroad has been made into overall report numbers.
- The Contact and Control Room (CCR) has also developed a more detailed method of labelling events called into the police, which effectively divides incidents up into more categories, without automatically labelling them as ASB if linked to a crime. These changes will help to ensure the constabulary is in compliance with crime data integrity requirements.
- The above recording methodology has been reinforced by National Crime Recording Standards (NCRS), determining that where a crime has been committed it should be recorded as a crime without exception

Monthly & average inc. rate

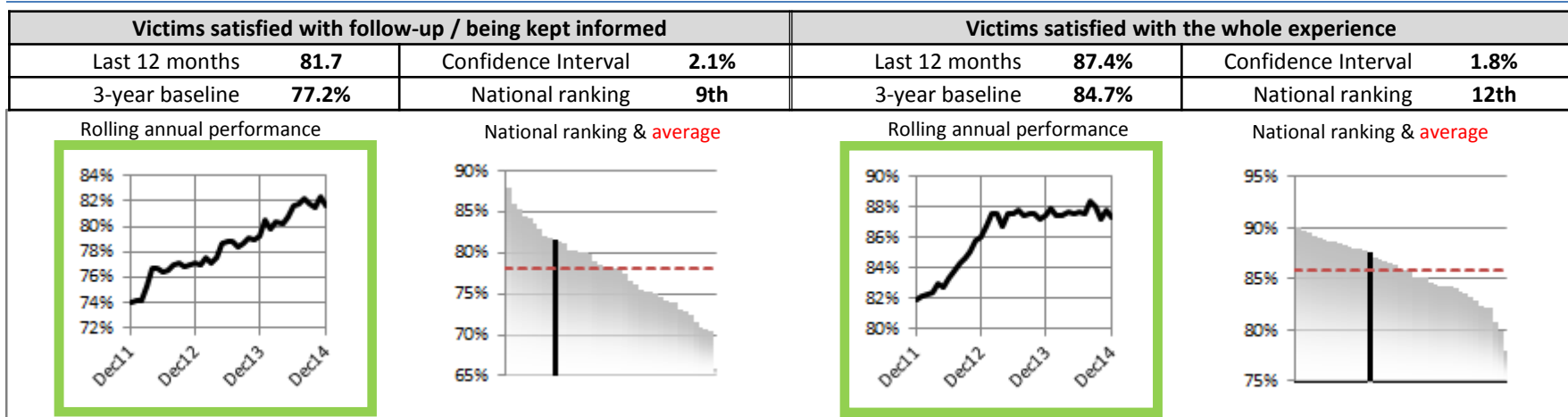


Policing Response

New ASB powers implemented in October 2014 under the ASB, Crime and Policing Act 2014 continue to be embedded across the county with greater flexibility for police and partners to deal with ASB issues. A new triage pilot will begin in Lowestoft in February aimed at providing a more effective decision making model for children and young people involved in ASB. Community safety continue to work with Operational Partnership Teams to proactively identify and address high risk issues with a multi-agency approach. Processes have also been put in place to identify the most prolific perpetrators of ASB in order to prepare Criminal Behaviour Orders (CBO) to deal with them if arrested. The Joint Performance & Analysis Department (JPAD) will be working with the Command and Control Room and Community Safety to develop a corporate approach to gathering performance data in relation to ASB.

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

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



Performance Summary

- Satisfaction with being kept informed¹ has stabilised in the last period with the rolling 12 month figure standing at 81.7% in December. Suffolk's national standing has risen again this quarter to 9th position from 14th in the last quarter, and 20th the quarter prior to that.
- Satisfaction with the whole experience continued to remain stable with a rolling annual rate of 87.4% in December. Suffolk's ranking in the national figures has improved moving to 12th position compared to 16th in the last quarter.
- Performance has remained above the baseline consistently during this year.

Why?

- Victim Satisfaction is managed through Strategic Policing Command (SPC) Performance Meetings and at the County Policing Command (CPC) Performance Meeting. The Satisfaction Improvement Group established approx. 3 years ago continues to meet on a quarterly basis and is due to next meet on 26/1/15 to review the Operational Delivery Plan for Victim Satisfaction. This has a wider overview of victim satisfaction issues and potential trends.

Policing Response

There continues to be an emphasis on victim satisfaction and in particular around keeping victims up to date, which has seen an improvement and continues to track above the baseline. Achieving victim satisfaction depends largely upon the conduct of officers – i.e. what they do and how they do it. To this end, the victim code has been introduced, and training has been delivered to officers via a priority NCALT (e-learning) module

Ongoing work in the Contact and Control Room (CCR) relating to THRIVE/Service Desk and demand reduction in general will be monitored to ensure victim satisfaction is taken into account when assessing new processes.

1. Satisfaction with being kept informed is measured in relation to victims of domestic burglary, vehicle crime and violent crime

Domestic Abuse Repeat Victimization – Lead Officer: Supt (Public Protection) *Victims of repeat Domestic Abuse who are reoffended against three times or more within a twelve month period*

| Repeat Victimization (existing measure) | | | | Repeat Victimization (proposed measure) | | | |
|---|-------|-------------------------------|-----|---|-------|------------------------------|-----|
| Last 12 months | 65.4% | Year to date | N/A | Last 12 months | 31.3% | Year to date | N/A |
| 3-year baseline | 65.4% | National ranking | N/A | 3-year baseline | 29.5% | National ranking | N/A |
| Rolling annual performance | | Monthly & average cohort size | | Rolling annual performance | | Rolling 12 month cohort size | |
| | | | | | | | |

Performance Summary *(please see following slide for explanation of existing and proposed measures)*

Existing measure

- The existing domestic abuse repeat victimisation rate indicates that 65.4% of the cohort of domestic abuse victims suffering three or more such offences within a twelve month period, were further offended against in the subsequent twelve months.
- The nature of this measure is such that the cohort changes with every calculation, hence it is designed as a snapshot-style diagnostic indicator, with further case-specific information provided to local commanders for their action.
- The rate remained just above baseline levels for the first six months of 2015, with a spike through the summer months of July, August and September driven by increases in the West of the county.
- The rate of repeat victimisation currently stands on the baseline. Repeat victimisation is presently highest amongst ‘standard’ risk victims, at 63.9%, with 63.6% of ‘medium’ risk repeat victims reoffended against within one year, and 60.2% of ‘high’ risk.

Proposed measure

- The proposed repeat victimisation measure shows that 31.3% of domestic abuse victims have suffered more than one offence within a twelve month period.
- Whilst the rate has slightly increased over the last twelve months, from 28.8% in January 2014 levels have remained relatively stable over that time.
- In this context a change in the number of all repeat reports can be considered a more accurate indication of the impact of police and partner interventions, not just those of specialist teams.

Policing Response

Safeguarding boards are now in place at Lowestoft, Bury St Edmunds and Ipswich, with the intention of rolling out to other stations and developing a virtual safeguarding board. It is planned that Domestic Abuse processes will be aligned with the Multi-agency Safeguarding Hub (MASH), and high risk cases are now assessed at Force Daily Management Meetings with investigative resources being deployed in a risk based approach. The Independent Domestic Violence Advocate (IDVA) service is being progressed, and will be in place by February 2015.

Existing and Proposed Measures Explained

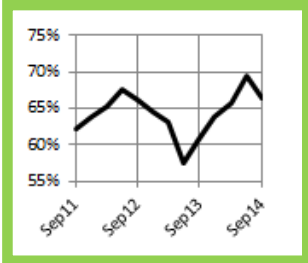
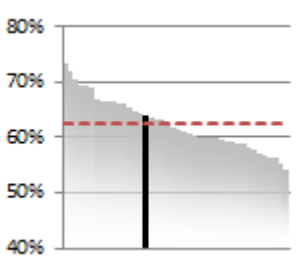
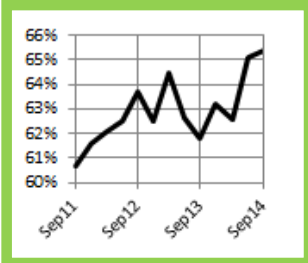
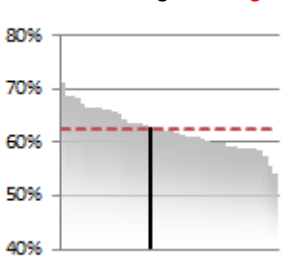
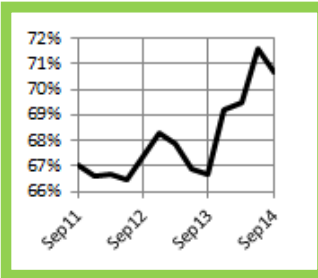
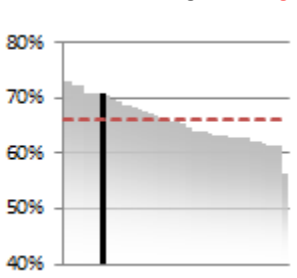
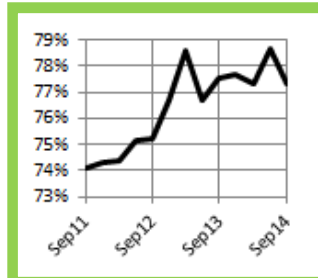
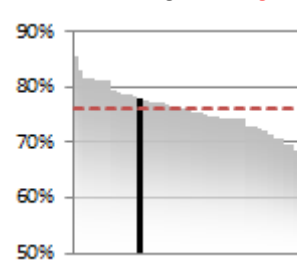
The existing measure is a ‘further’ repeat rate, being based on a victim suffering at least three domestic abuse crimes in a rolling year, and then being subsequently victimised in the following rolling year; the target being to reduce these incidences to below the average of the last three years. The complexity of the measure leads to data quality issues and difficulties in interpretation, and as it focuses only on a small number of highest-risk cases it misses out on a large amount of repeat victimisation – being more relevant for monitoring the performance of specialist teams than the organisation as a whole. The cohort tracked by the original measure is also highly fluid due to the rolling nature of how it is calculated, making it operationally unhelpful as a performance measure.

The new proposed measure is the percentage of domestic abuse crimes and/or incidents that involve repeat victims – defined as a person who suffers more than one incident of domestic abuse within a rolling twelve month period. This measure captures all repeat victims who have reported an offence. Whilst it does not focus specifically on the higher risk cases, the larger dataset would give greater certainty to any reductions achieved and would better represent whole force performance. A change in the number of all repeat reports can be considered a more accurate indication of the impact of police and partner interventions, not just those of specialist teams.

As the measure would help drive reductions in all repeat domestic abuse victimisation which is reported to the police it has the safeguarding of all victims at its core and should only further encourage this focus across the force. This means that police and partners would be accountable for resolving and preventing all crimes/incidents of which they are aware. Finally the measure will remain relevant when the Multi-Agency Safeguarding Hub (MASH) is fully implemented; indeed MASH data could be used to further support this measure.

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 | 66.4% | Confidence Interval | 2.3% | Last 12 months | 65.4% | Confidence Interval | 2.0% |
| 3-year baseline | 62.7% | National ranking | 10th | 3-year baseline | 61.6% | National ranking | 12th |
| Rolling annual performance | | National ranking & average | | Rolling annual performance | | National ranking & average | |
|  | |  | |  | |  | |
| ...who think the police would treat them fairly | | | | ...who have overall confidence in the police | | | |
| Last 12 months | 70.7% | Confidence Interval | 2.1% | Last 12 months | 77.3% | Confidence Interval | 1.9% |
| 3-year baseline | 68.0% | National ranking | 7th | 3-year baseline | 74.7% | National ranking | 16th |
| Rolling annual performance | | National ranking & average | | Rolling annual performance | | National ranking & average | |
|  | |  | |  | |  | |

Performance Summary

- Suffolk has improved its national ranking position in three of the above four indicators; it is only the percentage of people who have overall confidence in the police where Suffolk has dropped from 13th to 16th position (but continues to track above the national average). Performance in all areas is above their respective baselines.

Why?

- Confidence is broader than satisfaction and may be influenced by a wider range of issues, therefore confidence and satisfaction refer to different – but related – things. Confidence is more like trust and is forward looking – reflecting a belief that the police will treat people well in the future, and act in their best interests. Work in this area is focussed on the four pillars of Police Community Engagement, Police Fairness, Police Effectiveness and Perceptions of crime and disorder. The new action plan is built around these four themes and will seek to consolidate and build upon current performance.

Policing Response

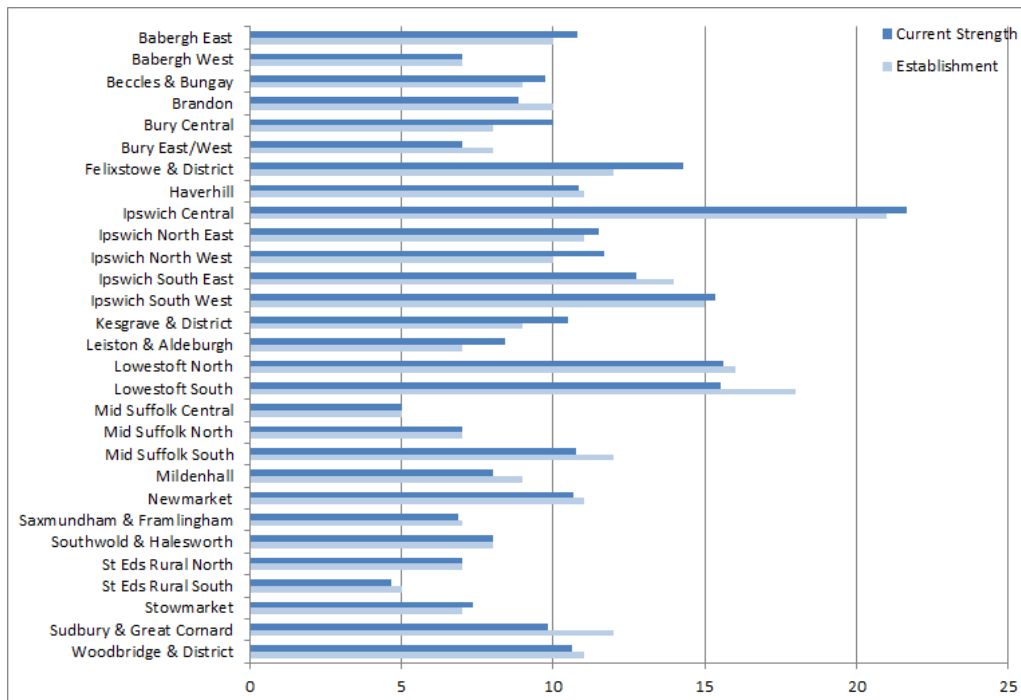
The Public Confidence action plan has been reviewed, and new actions have been formulated by the Temporary Assistant Chief Constable. Staff are being consulted on how best to progress priority meetings and how best to undertake new engagement and decision making processes. Arrangements are being made to dedicate a future Public Confidence Board (PCB) meeting focused on improving the confidence of victims (in the widest sense). This is in line with the purpose of the PCB which has been introduced to deliver the Constabulary action plan as well as focusing on specific issues likely to improve confidence in the Constabulary.

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 |
| 1173.63 | 1207 | 170.7 | 169 | 810.99 | 911.07 | 241 |

Current FTE Strength and Establishment of Sergeants, Constables and PCSOs per Suffolk SNT (at December 31st 2014).



The current strength of Police Officers is 2.8% below establishment at 1173.63, whilst PCSOs stand 1.0% above at 170.7. The combined strength of 1344 is 1.39% lower than that reported in September. The strength of Police Staff stands at 810.99, 11.0% below establishment and 2.4% lower than in September. The main reason for being under establishment in police staff is due to posts being held vacant until tranches of restructuring are completed. Also, the strength does not account for agency temporary workers, so in some cases where vacancies appear, there may be an agency worker filling that post. The current strength of the Specials is 241.

There are currently 297 established officer (Sergeant and Constable) and PCSO posts allocated in Safer Neighbourhood Teams, with a strength level of 297.26 FTE deployed within those posts.

Both datasets are shown by SNT in the chart. In seven cases SNTs are understaffed by one or more posts: Lowestoft South is down by 2.46 posts, and Sudbury & Great Cornard by 2.17. Mildenhall, Mid Suffolk South, Ipswich South East, Bury East / West and Brandon are down by between one to two posts each. Of the county's 29 SNTs, 16 have at least their budgeted number of officers. Bury Central and Felixstowe & District are both 2 or more posts over establishment.

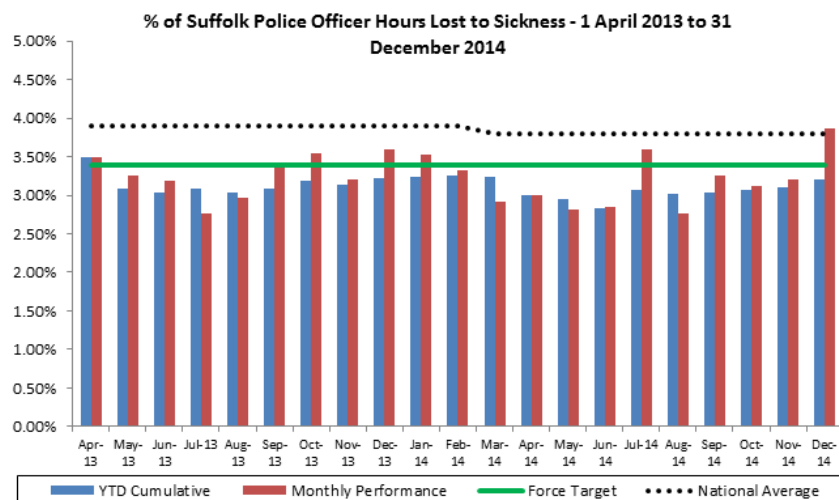
63 police officer posts will be removed on 1st April 2015 through the Suffolk Local Policing Review.

Human Resources – Long and Short Term Sickness

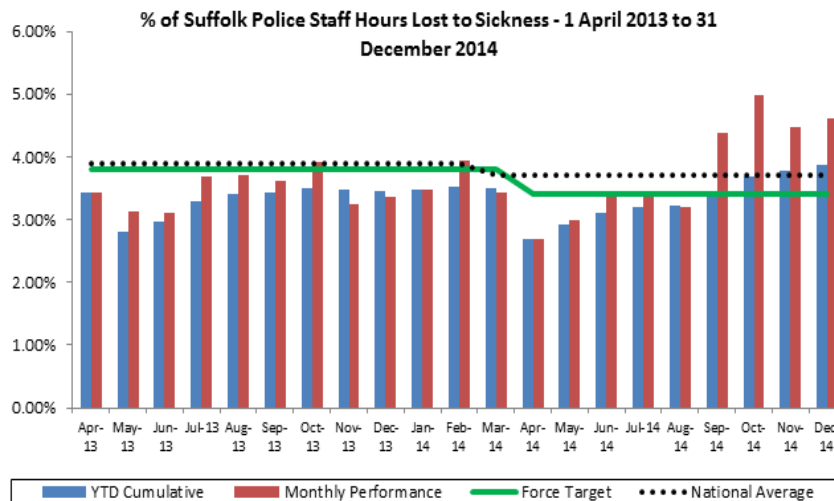
Number of officers and staff on sickness leave

| | | | | | | |
|---------------------------|------------------------------------|-------|--------|------|------------------|-----|
| Total No. Officers | Current (combined officer & staff) | 4.20% | Target | 3.4% | National Ranking | N/A |
|---------------------------|------------------------------------|-------|--------|------|------------------|-----|

Sickness Hours lost for Suffolk Police Officers compared to force target and national average



Sickness Hours lost for Suffolk Police Staff compared to force target and national average



Monthly performance combined for police officers and police staff as at 31 December 2014 was 4.20% compared to 3.76% as at 30 November 2014, and above the target of 3.4%.

The first chart demonstrates monthly and YTD performance for Police Officers. The YTD figure continues to perform well under the target, which has not been exceeded since April 2013. Monthly performance breached the target in July 2014 and again in December 2014. The second chart demonstrates monthly and YTD performance for Police Staff with the YTD figure breaching the target in September 2014, and remaining above target through to December 2014. For the first time since March 2013, continuing to sit above the target in. The last four months have seen the highest monthly levels of sickness in the last eighteen months. Psychological disorders account for quarter of all staff sickness in December 2014, similar to the previous month. However, the most marked increase has been respiratory conditions, rising from 16% in November to almost a quarter of all sickness in December, which mirrors a national trend.

31% of recorded sickness in September for Police Officers was related to short term absence, 32% for Police Staff. Medium term absence made up 17% of recorded Police Officer sickness and 18% for Police Staff. Long term absence accounted for 52% of recorded Police Officer sickness and 51% for Police Staff. This quarter has seen a reduction in the proportion of medium term absence for both officers and staff, which has translated into increases seen in the proportion of long term sickness.

Human Resources – Restricted and Recuperative Duties

Number of officers not available for full front line duties

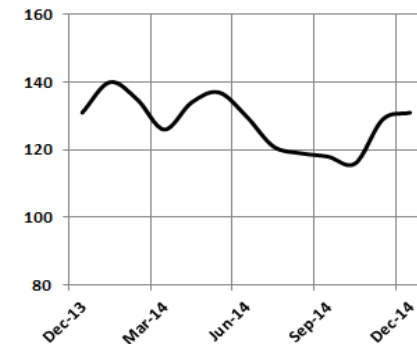
| | | | | | | |
|---------------------------|---------|-----|------------------|-----|------------------|-----|
| Total No. Officers | Current | 131 | 12 month average | 128 | National Ranking | N/A |
|---------------------------|---------|-----|------------------|-----|------------------|-----|

As of 31st December 2014, 131 officers were on recuperative or restricted duties. This represents an increase of 1.55% on the previous month, and stands 11.01% below the level seen in September's report. It is at the same level as December 2013

Data shows numbers of officers rather than FTE so as a guide, as a proportion of the total officer 'headcount' (1205), the current level of this restriction represents 10.9% of the total number of officers. Between departments this rate ranges, particularly in those where officers are deployed because of restricted or recuperative status.

61.8% of restricted and recuperative duty officers are on medium to long-term restrictions.

Number of Officers R&R over time



Human Resources – Workforce Diversity

Number of officers and staff employed

| | | | | | | |
|-----------------------|-----------|--------|----------|--------|------------------------|-------|
| % of Workforce | BME | 1.93% | Female | 41.89% | Lesbian, Gay, Bisexual | 2.24% |
| | Part-time | 18.96% | Disabled | 4.87% | | |

Proportions of Black and Minority Ethnic (BME) Officers, Staff and Specials reduced slightly compared to the previous quarter (-0.04%), and have been relatively consistent over the last year. A small reduction has been seen in the proportion of BME Police Staff, with the current level of 1.74% down 0.06% on the previous quarter.

Similarly the female to male ratio of the workforce rose slightly this quarter (+0.07%). There is generally greater female representation among police staff (61.45%) compared to PCSOs (43.82%), police officers (28.55%) and Special Constabulary (32.37%), and the percentage of females across the force has increased across all categories apart from PCSOs.

81% of the workforce is full time. This proportion reduces to 69% amongst police staff, and increases to 83% amongst PCSOs and 90% amongst officers. No significant changes have been seen compared with the previous quarter.

Sexual Orientation is unknown in 33.83% 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.