

Suffolk Constabulary

Police and Crime Plan Performance Progress Report



April 2015

Police & Crime Plan Objectives

Police & Crime Plan Objectives						
Objective	Measure	12 months to 31 Mar 15	Baseline ¹	Comparison to baseline ^{1,2}	Status ³	National ranking ⁴
Responding to Emergencies	999 Call Handling ⁵	90.6%	92.0%	-1.4%	⬇️ ⬆️	N/A
	Response to Emergency Incidents	93.0%	90.3%	+2.7%	⬆️ ⬇️	N/A
Solving Crime	Violence with Injury – Solved	47.2%	52.5%	-5.3%	⬆️ ⬇️	8th
	Domestic Burglary – Solved	24.1%	20.1%	+4.0%	⬆️ ⬇️	3rd
	Robbery – Solved	34.9%	31.1%	+4%	⬆️ ⬇️	10th
	Serious Sexual Offences – Solved	16.2%	24.5%	-8.3%	⬆️ ⬇️	36th
	Drug Trafficking – Solved	92.3%	91.0%	+1.3%	⬆️ ⬇️	10th
Preventing & Reducing Crime	Violence with Injury – Crimes	3,881	3,864	▲0.4%	⬆️ ⬇️	11th
	Domestic Burglary – Crimes	1,453	1,744	▼17%	⬆️ ⬇️	8th
	Robbery – Crimes	172	262	▼34%	⬆️ ⬇️	7th
	Anti-Social Behaviour Incidents	20,952	29,598	▼29%	⬆️ ⬆️	15th
	Total - Crimes	38,001	40,697	▼7%	⬆️ ⬇️	N/A
Caring	Victims' Satisfaction – Whole Experience	87.2%	84.7%	+2.5%	⬆️ ⬆️	12th
	Victims' Satisfaction – Follow-up	82.3%	77.2%	+5.1%	⬆️ ⬆️	9th
	Domestic Abuse Repeat Victimisation (existing)	64.2%	65.4%	-1.2%	⬆️ ⬆️	N/A
	Domestic Abuse Repeat Victimisation (proposed)	33.0%	29.5%	+3.5%	⬆️ ⬆️	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 March 2014 – February 2015. Similarly for Victims' Satisfaction, but one month slower, so those shown are for the period January 2014 – December 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 80,244	Last 12 months 80,244	3-year baseline 89,092	National rank N/A
Within target	Year to date 90.6%	Last 12 months 90.6%	3-year baseline 92.0%	National rank N/A

Performance Summary

- Performance relating to the answering of 999 emergency calls (90% within ten seconds) remains below the 3 year baseline of 92% baseline. Suffolk is currently at 90.6%
- Rolling annual performance has remained above 90% from November 2014 to March 2015, but remains below the baseline of 92%.
- In terms of demand, the volume of calls received continued on a downward trend since the spike seen in July 2014, and the 5,426 calls recorded in February 2015 was the lowest monthly volume on record (since April 2007). However, this increased to 6,202 calls experienced in March 2015.

Why?

A reduction in staff on long-term sickness (none currently) has helped resourcing and performance overall. The CCR continues to prioritise emergency calls by using ring-fenced staff (as referred to in the February 2015 document). Resilience within the CCR has also been increased with CCR Reserve trained officers refresher training now completed. For much of this year staffing levels in the CCR were under establishment by 18 FTE, but as detailed below, action is being taken to fill these positions and ensure resilience in the coming months.

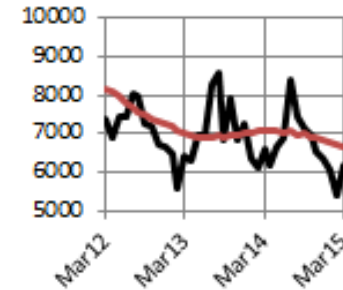
Policing Response

As mentioned in the February 2015 document, nine new controllers started training in the Contact and Control Room (CCR) on 2 February 2015 and a further nine controllers have been appointed with a start date in June 2015. A new shift pattern has also been confirmed for full time CCR staff and flexible working patterns have been agreed. A start date of 11 May 2015 has been identified for the new shift pattern.

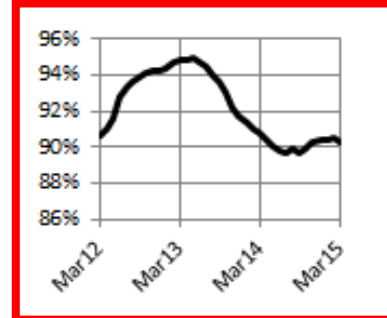
The review & analysis of the service desk trial (as referred to in February 2015 document) has now been completed, and the reinstatement of the service desk has been approved to assist in reducing the demand on front line officers and assist staff in the control room.

The introduction of the 'THRIVE' process as a way of assessing calls and deployments based on threat, harm and risk mentioned in greater detail under 101 call handling will have a positive impact on call handling performance, in terms of ensuring the right service response is provided to each caller.

Monthly & average demand



Rolling annual performance



101 Call Handling – Lead Officer: Supt (Operations)

Non-emergency 101 calls answered within 20 seconds

Calls received	Year to date 181,119	Last 12 months 181,119	3-year baseline 172,855	National rank N/A
Within target	Year to date 65.5%	Last 12 months 65.5%	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 February 2015 (12,702) was the lowest volume since April 2012, however this rose to 15,994 in March. The proportion of calls answered within target remains below 70%.

Why?

Actual staffing levels against establishment remains under establishment by 10 FTE along with two staff on maternity leave. Two staff are seconded to the Crime Integrity Data Team and one seconded to CCR training covering THRIVE and Athena. As mentioned on the previous slide, training and recruitment is underway to address this issue. The CCR continues to prioritise the answering of 999 calls against 101 calls. The CCR Support Desk function also has limited capability at present due to staff abstractions.

Policing Response

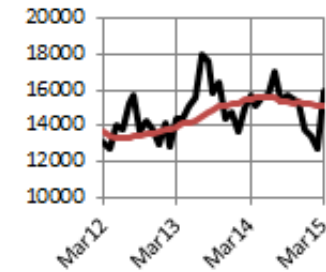
There is a continuing focus on quality and service delivery, and a review of shift patterns / flexible working as part of a wider CCR review as mentioned on the previous page.

The THRIVE project was supported by the Joint Chief Officer Team (JCOT) and has now been introduced in the . THRIVE stands for Threat, Harm, Risk, Investigation, Vulnerability and Engagement, and provides a new way of assessing calls to ensure the right policing response is provided to meet the needs of the caller. The new system should assist front line officers by reducing demand and providing officers with better quality information, obtained during initial contact.

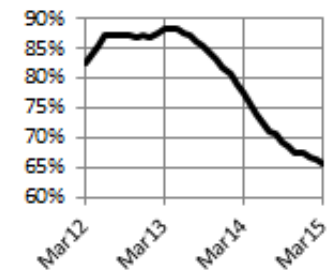
As mentioned in the '999' call handling section, action has been taken to address CCR understaffing, with nine new controllers having started in February 2015, and a further nine to start in June 2015.

The Central Call Answering (CCA) is also about to launch an automated call answering system to reduce demand on the team and ensure calls are filtered to the correct area . The Constabulary has taken the decision to retain 6 posts within the CCA until Tranche 13 ensuring that they were not removed in Tranche 12 to maintain resilience in this area.

Monthly & average demand



Rolling annual performance



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

Incidents attended	Year to date 15,430	Last 12 months 15,430	3-year baseline 12,670	National rank N/A
Within target	Year to date 93.0%	Last 12 months 93.0%	3-year baseline 90.3%	National rank N/A

Performance Summary

- The twelve-month average number of incidents graded as requiring emergency response has gradually declined since November 2014, standing at a rolling annual average of 15,430 in March 2015.
- Performance in attending these emergency incidents has tracked above the baseline target of 90.3% since February 2014, and has gradually increased since that time, standing at 93.0% in March 2015.

Why?

As referred to in the February 2015 document, 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, will be introduced in late summer 2015 and prior to the introduction of Athena.

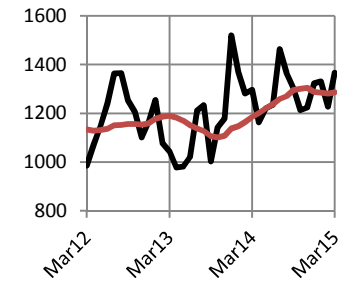
During the year 2014/15 response rates fell month on month the Beccles and Leiston Local Policing Command (LPC) area and as at 29th March 2015 was achieving a response rate of 84.1% against the force target of 90%. Of the 127 incidents not attended within target in 2014/15, accounting for almost half of all incidents missing the target response time in the LPC. The Saxmundham and Framlingham Safer Neighbourhood Team (which falls within the Beccles and Leiston LPC) sits within the Suffolk Coastal District. It is the largest SNT in the district covering 52 parishes, which has made achieving response times in this area more challenging than in other parts of the county

Policing Response

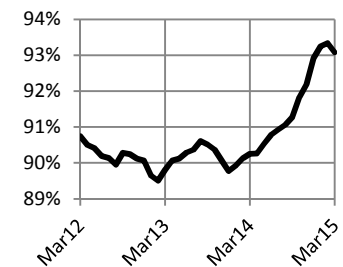
The focus remains on ensuring that target response times are achieved and incidents are appropriately graded and allocated, with increased monitoring by supervisors around good and poor performance – particularly with regard to appropriate grading and resource allocation. Further guidance to call handling staff on managing 999 calls has also been delivered.

In terms of the issues in Beccles and Leiston, new and enhanced deployment plans have been introduced to address the issue with the aim of improving response times in the future.

Monthly & average demand

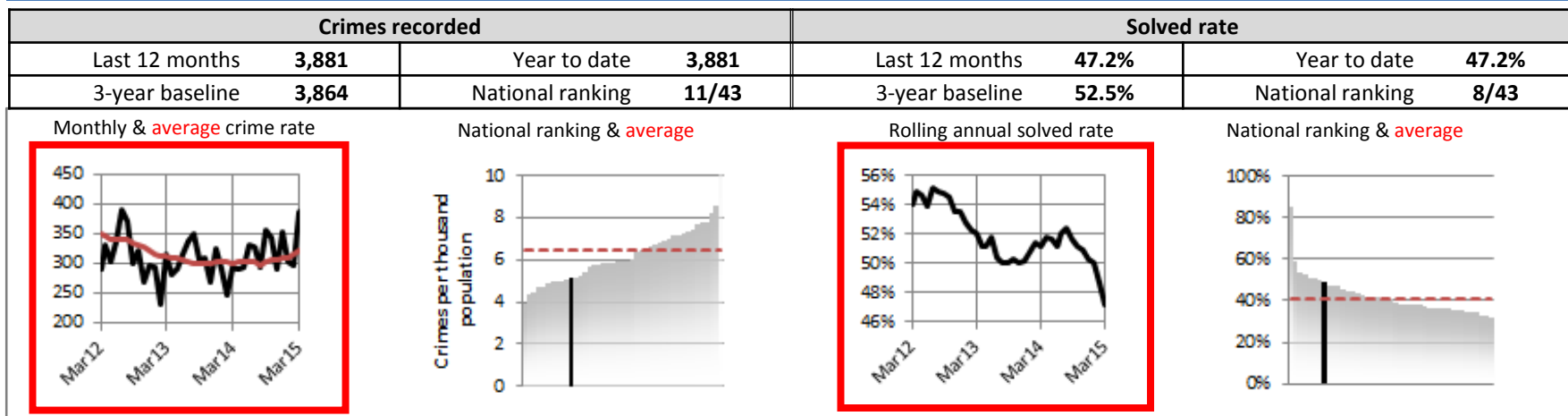


Rolling annual performance



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 has marginally exceeded the baseline in March 2015. Whilst offences in January and February had regressed following a spike in December 2014, March saw 387 offences. Suffolk's national position has dropped by one place to 11th.
- The solved rate for violence with injury has deteriorated and now stands at 5.3% short of the baseline, however Suffolk remains in a strong position, sitting at 8th place in national rankings.

Why?

The increase in recorded crime was particularly apparent in the West of the county between mid-December 2014 and March 2015. There was an area wide increase in levels of Assault ABH offences, caused by a rise in both referrals from the Multi-Agency Safeguarding Hub (MASH) and other agencies, as well as a rise in domestic related violence. This trend is likely to continue in the future with changes to the NCRS starting in April 2015, likely to result in more crimes being recorded in this and other crime categories. These changes will predominantly impact in offences which are either domestic abuse related or where safeguarding issues exist. For example, previously the approach to crime recording has been that victim permission is required in order to record a crime, Suffolk Constabulary will now be able to record crimes, even without a victims permission if it is felt to be the right thing to do – which may be the case in some domestic scenarios. The general increase in Violence with Injury crime has been and will be impacted by continued compliance with ethical crime recording from both other agencies and wider third parties as alluded to above. Crimes are being recorded on a daily basis where there is a single agency response with a request for no involvement of the police, but ethically the police must record. The increase in crimes recorded in March corresponds to a further deterioration in solved rate in part due to the time lag between an offence being committed and it being solved.

Policing Response

Care and response plans and initiatives aimed at reducing the opportunity for individuals to become victims have been developed for care homes. There has been an ongoing audit of violent crimes in an effort to improve the detection rates. The reduction in detection rate is a result of the recent increase in offences recorded.

The crime integrity group has been set up and continues to monitor compliance with recording standards to ensure Suffolk is in a strong position in terms of the ethical and proper recording of crimes.

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

Burglary of domestic dwellings, including attempts and distraction offences

Crimes recorded				Solved rate			
Last 12 months	1,453	Year to date	1,453	Last 12 months	24.1%	Year to date	24.1%
3-year baseline	1,744	National ranking	8/43	3-year baseline	20.1%	National ranking	3/43

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

Performance Summary

- The number of crimes recorded remains well below the 3-year baseline and remains in 8th position in the national rankings.
- The solved rate stands at 24.1% for the year to date. Whilst this is a slight reduction on the last quarter the solved rate remains 4.0% above the baseline. Suffolk has risen from being the 6th best performing force in the previous quarter to the 3rd.
- Suffolk has received recent enquiries from two other forces seeking best practice in this area of business.

Why?

The main reasons for current strong performance in this business area are:

- **Strong Communication** – both internal and external and between all departments at all levels and taking a methodical approach to considering all options and tactics when problem solving. This priority area has been promoted externally to the general public and publicised days of action, significant arrests, crime prevention advice and campaigns. New burglary prevention communications are soon to be launched with the tag line ‘Close it, Lock it, Check it – See it – Hear it – Report it’. This is addition to Burglary Packs provided to victims which contain information around prevention, guidance and what happens next.
- **Making best use of technology** – exploiting opportunities around footwear marks, mobile phone data and other forensic evidence.
- **Offender Targeting** – taking an intelligence led approach and managing prolific offenders via the Integrated Offender Management Scheme. Identified suspects are also assigned an intelligence requirement.
- **CPS engagement** – this has been particularly successful when dealing with more complex cases of conspiracy to commit offences – D/Supt CPC sits on the CPS forum where CPC, Police, Criminal Justice Unit and the courts discuss performance issues and how responses can be improved.

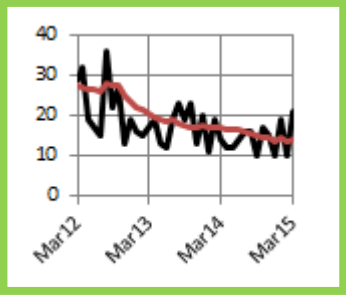
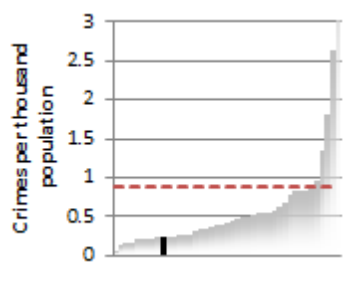
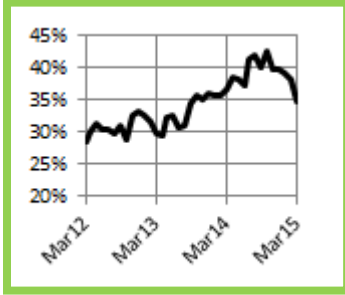
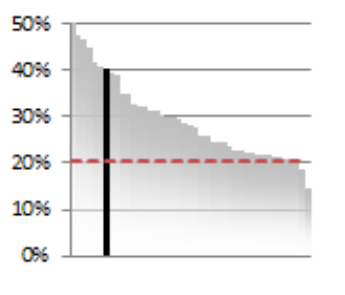
Policing Response

The Constabulary continues to manage offenders through the Integrated Offender Management (IOM) model to deliver multi-agency support to prolific offenders, and tasking and briefing process have been developed to ensure early identification of emerging series and offenders and that an appropriate policing response is given. There has been a drive to include more dwelling burglary offenders within the IOM process to be proactive in preventing their future offending behaviour. The Community Safety Department continues to manage communication with the public in this area by delivering proactive media messages concerning crime prevention, and the corporate communications department liaise with the local media to ensure work in this area is publicised. Priority Crime Teams set up in Ipswich and West Suffolk continue to be proactive in identifying linked offences and suspects and ensuring those suspects are given a ‘premium service’ whilst in custody including intelligence interviews and fast tracking of forensic submissions.

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	172	Year to date	172	Last 12 months	34.9%	Year to date	34.9%
3-year baseline	262	National ranking	10/43	3-year baseline	31.1%	National ranking	7/43

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

Performance Summary

- Robbery performance remains strong in Suffolk, however an increase in the volumes of offences recorded in March 2015 led to the Constabulary dropping one place in the national standings to 10th.
- The solved rate stands at 34.9% for the year to date, and the force is currently in 7th position in the national rankings (ranking based on February data)

Why?

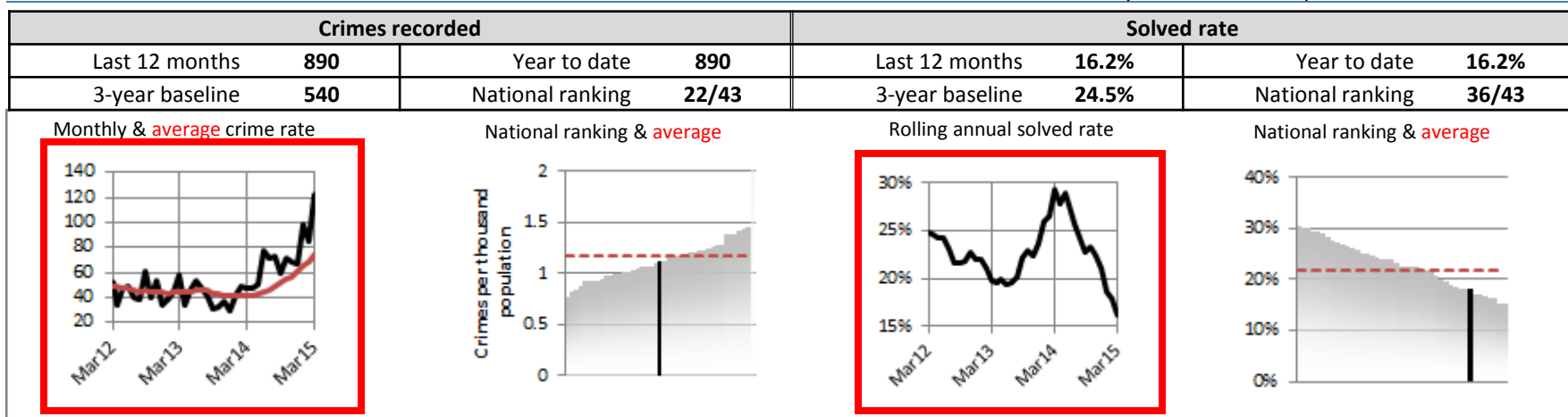
The principles of current levels of success in Robbery performance are similar to those mentioned for burglary dwelling. The approach taken to offender targeting has been particularly effective in terms of being intelligence led and managing prolific offenders via the Integrated Offender Management scheme. The use of new technology and forensic evidence has also been an integral part of the response to robbery offending, as has engagement with the CPS to ensure cases are dealt with as efficiently as possible.

Policing Response

As discussed in the previous report, 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 and there has also been continued investment in Priority Crime Teams in order to improve quality of service to victims. The constabulary has also identified best practice used elsewhere in the country to contribute to the Suffolk response to Robbery. An extensive operational delivery plan is also in place and regularly monitored. As with burglary dwelling, there is a drive to manage more Robbery offenders through the IOM process to reduce the future impact of their offending.

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 (though there has been an increase in historic offences reported), suggesting there may be a more systematic reason for the increase. As suggested previously, this reflects the significant effort the Constabulary has made into improving crime recording following the HMIC Crime Data Integrity inspection.
- The solved rate has declined largely as a result of the spike in demand, and the rolling average has been in decline over the last 12 months, and Suffolk's national ranking has rescinded to 36th position nationally.

Why?

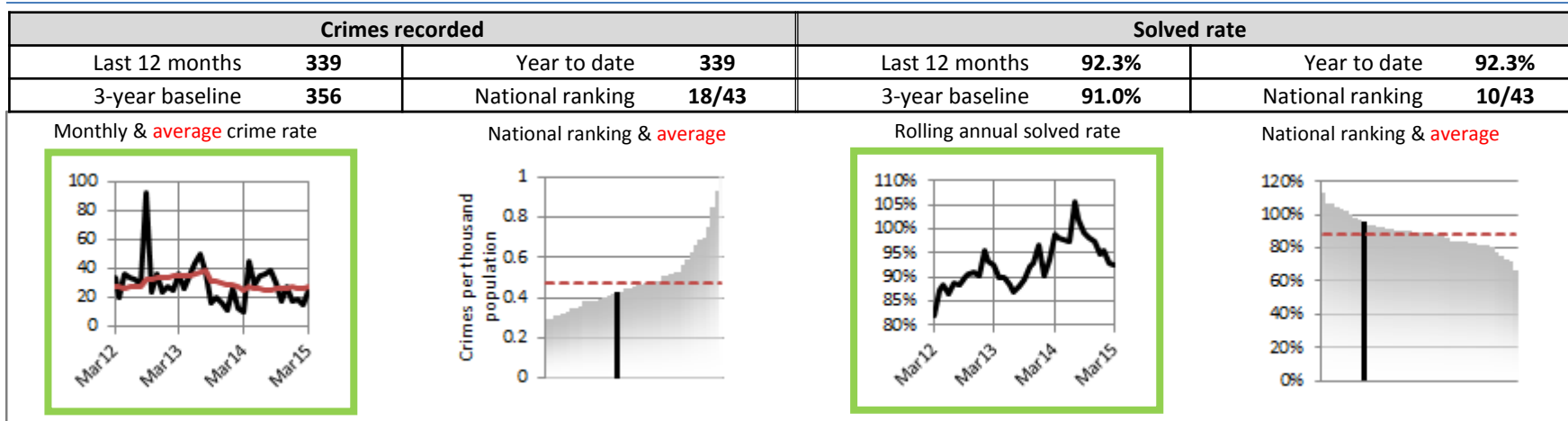
In respect of the declining solved rates, whilst the true rate of investigation performance is quite consistent the rolling rate is skewed by the record rises in recorded crime. This increase is predominantly attributed to a tighter focus on ethical crime recording and the 'Savile-effect'. 123 Serious Sexual Offences were recorded in March 2015, which was the highest ever. This is a statistical exception and has been for three months in a row. This is very strong evidence that there has been a step change in the recorded volume due to a process or external environment change (it is unlikely to be the latter).

Policing Response

To seek to better understand the performance issues around the number of offences and percentage of offences, particularly in the West of the county, an analytical appraisal of the issue was commissioned. This supported the hypothesis that the significant increase in reported offences was responsible for the declining performance rather than any weakness in the policing response. A peer review of cases in this part of the County was also undertaken by the Joint Major Investigation Team, again no issues were identified. Performance monitoring continues across Serious Sexual Offences. Additional resources have been placed into the Gemini teams and there are plans to increase this further but the increases will not be of the same scale as the 60% increases in recorded allegations. Victim's forums are due to commence in April 2015 to seek qualitative feedback on the journey through the criminal justice system. Advice and guidance on the issue of 'consent' has been given to all Gemini staff supporting the ACPO lead for rape and the Director of Public Prosecution's guidance.

Drug Trafficking – Lead Officer: Supt (CPC West)

Production, supply or possession with intent to supply controlled drugs



Performance Summary

- As discussed in the February 2015 document, 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 in a strong position of 10th nationally for the solved rate of drug trafficking offences, and continues to track above the 3 year baseline rate at 92.3% detection rate for the year to date. Suffolk continues to have a lower crime rate than the national average, together with a detection rate which is higher than the national average.

Why?

There are a number of identified London based drug supply groups operating in the county at present. Whilst the impact of these groups has traditionally been centred in Ipswich, there are a number of other areas identified as vulnerable to this type of activity to which police are responding, such as in Lowestoft, West Suffolk and Leiston, as detailed below.

Policing Response

The ongoing policing of the supply of drugs linked to London based suppliers in Ipswich has led to a reduction in activity recently due to strong policing tactics under Operation Volcanic alongside multiagency working to assist persons vulnerable to exploitation by drug suppliers. In Lowestoft, Operation Precision is targeting drug businesses operating in the town and the associated violence linked to these groups, and in Leiston a policing operation has been developed in order to respond to the risk of harm to young people and class A drug users from Class A supply in the town. In West Suffolk, the Special Constabulary Tactical Support Team (TST) have completed more than 140 drug warrants since they began operating, averaging one drugs warrant per week which has had a positive impact.

An equivalent Special Constabulary tactical Support Team is shortly due to launch in Ipswich and post-consolidation work carried out by SNTs following a policing response to drugs issues has become embedded in the policing response to this issue around the county.

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

Recorded incidents finalised as any classification of Anti-Social Behaviour

Incidents recorded	Year to date 20,952	Last 12 months 20,952	3-year baseline 29,598	National rank 15/43
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Performance Summary

- The number of incidents of anti-social behaviour reported to police continue on a downward trajectory, and remain well below the 3-year baseline. This has been a national trend, and Suffolk remains at 15th nationally in terms of volume of ASB reported. (*rankings updated annually*)

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.

There has been an increase in availability of schemes which offer Young Persons diversionary activities away from crime and ASB, for example Positive futures , Inspire and Local authorities, supported by our SNT'S. 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.

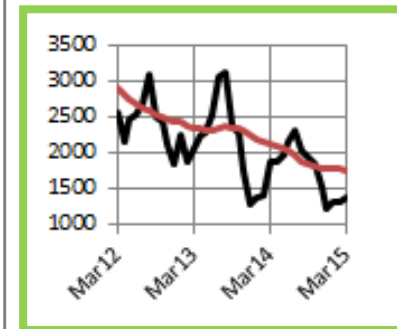
The above recording methodology has been reinforced by National Crime Recording Standards (NCRS), determining that where a crime has been committed it should be recorded as a crime without exception

Policing Response

As mentioned in the last report, 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, with these powers becoming 'business as usual'. A triage pilot in aimed at providing a more effective decision making model for children and young people involved in ASB is now up and running. 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. JPAD also work alongside Community safety is to look at historic ASB in order to analyse the footprint created from those incident to try and recognise areas which are more prone to ASB.

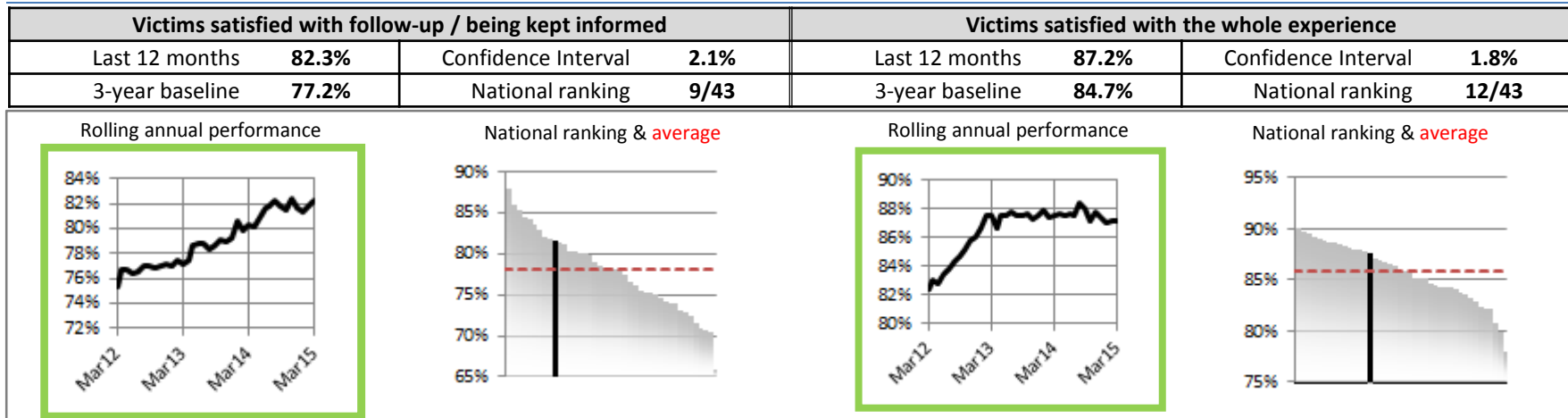
The Introduction of a better Restorative Justice approach to offences committed by young people, even for low level ASB, is helping those young persons to understand the impact of their ASB on the local community and by working together finding better solution, this is also endorsed by the introduction of more Youth Forums , both within and outside the school parameters.

Monthly & average inc. rate



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

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



Performance Summary

- Satisfaction with being kept informed¹ has stabilised, and in the last period improved, with the rolling 12 month figure standing at 82.3% in March. Suffolk's national standing remains at 9th position from the last quarter and 14th in the quarter prior to that.
- Satisfaction with the whole experience continued to remain stable with a rolling annual rate of 87.2% in March. Suffolk's ranking in the national figures has remained at 12th position compared to 12th in the last quarter and 16th in the quarter prior to that.
- Performance has remained above the baseline consistently during this year.

Why?

As discussed in the previous document, Victim Satisfaction is managed through County Policing Command (CPC) Performance Meetings and at the Local County Policing Command (LPC) Performance Meetings. This has a wider overview of victim satisfaction issues and potential trends. Overall, emphasis remains on victim satisfaction around violent crime, which has seen a slight decline over the past 12 months.

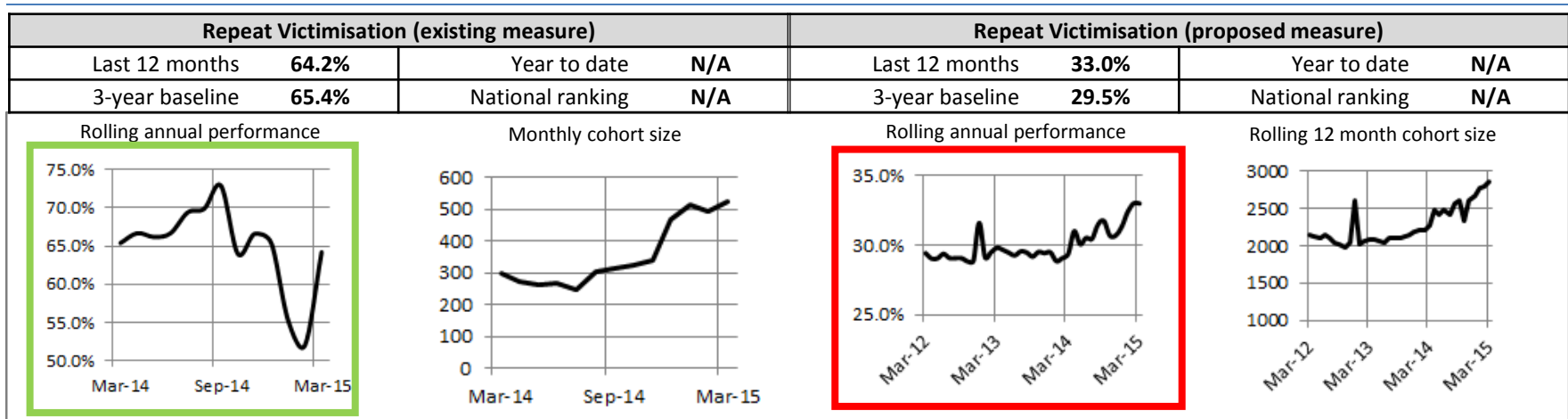
Policing Response

As mentioned in the last report, 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. Any reports of completely satisfied and completely dissatisfied victims are reported to the officer in charge of the case and their supervisor to either capture positive feedback and understand what went well, or assist the victim with any issues.

Two priority actions which will be taken forward via the Suffolk Constabulary Confidence Board in 2015/16 linked to Victim Satisfaction are the development of an award for officers / staff displaying outstanding customer service and the development of a training video officers which will use example of positive and negative customer satisfaction experiences from a victims perspective. An article will be included in the next edition of the organisations online magazine in order to reinforce the importance of victim satisfaction.

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*



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

Existing measure

- The existing domestic abuse repeat victimisation rate indicates that 64.2% 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 dropped well below baseline levels in January and February 2015, but saw an increase in March. However it remains below the three year baseline. The rate of repeat victimisation currently stands on the baseline. Repeat victimisation is presently highest amongst ‘high’ risk victims, at 64.5%, with 61.7% of ‘medium’ risk repeat victims reoffended against within one year, and 43.0% of ‘low’ risk.

Proposed measure

- The proposed repeat victimisation measure shows that 33.0% of domestic abuse victims have suffered more than one offence within a twelve month period.
- Whilst the rate has remained essentially stable at just below 30% until April 2015 when it has remained just above 30% and risen to 33.0% in March 2015, standing at 3.5% above the three year baseline.
- 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.

Why?

The existing measure which defines a repeat victim as someone who has been a victim of three or more offences within a twelve month period and then offended against again in the subsequent 12 months is volatile, though there has been a consistent increase in the size of cohort identified. The proposed measure of a repeat victim as having suffered more than one offences with a twelve month period is far less volatile, and whilst the cohort size has seen equally steady increase over the last twelve months rolling annual performance has remained relatively stable at around 30%. The significant efforts the constabulary has made around ethical crime recording, and particularly around victim engagement is detailed in the policing response section and will have contributed towards this increase. This trend is likely to continue with the new domestic violence advocate team and domestic violence team placing greater focus on standard and medium risk cases of domestic abuse for enhanced assessment of repeat victimisation.

Policing Response

In the last 12 months Suffolk Constabulary has implemented both the Domestic Violence Prevention Order and Domestic Violence Disclosure Schemes which aim to provide enhanced protective capabilities to victims of abuse. The D/Supt. for Protecting Vulnerable People has commissioned a review of the effectiveness of the DVPO process. Work is now starting to look at how the coordination of response to domestic abuse can be aligned and incorporated into the Multi-Agency Safeguarding hub to ensure that information sharing and subsequent decision making is undertaken in the same way as child protection matters.

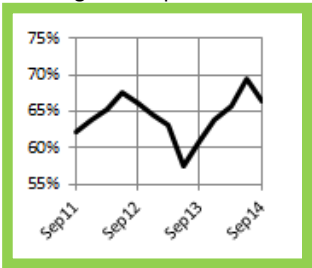
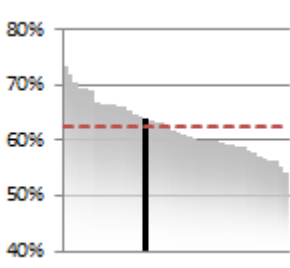
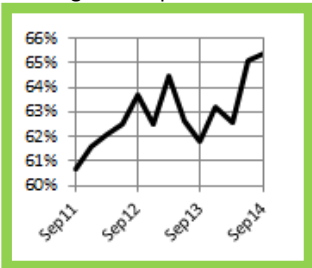
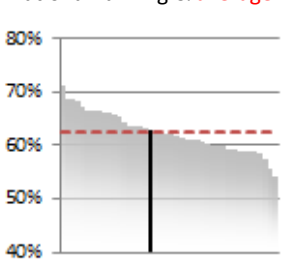
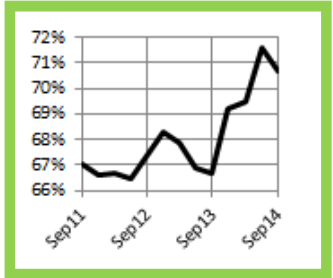
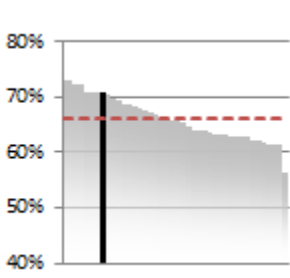
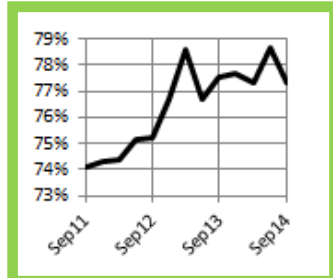
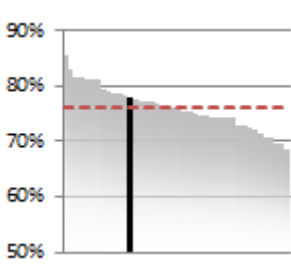
Victim forums began in April 2015 to provide an opportunity for victims who have come forward to the police to feedback their experiences of the services they received in order to shape the policing response in the future. The Force Daily Management Meetings now consider all High Risk domestic abuse cases and ensure that appropriate responses are in place, cases are monitored until offenders are arrested, this has helped in elevating domestic abuse to the same levels as other priority crime types.

With the commencement of the new Independent Domestic Violence Advocate (IDVA) the Constabulary DA team are now looking at placing more focus on Medium and Standard Risk cases and processes for enhanced assessment of repeat victimisation other than high risk. The IDVA service is still in its infancy and the Constabulary team continues to support them in these early stages. Consideration is being given to how IDVA provision can be used to support response officers in a more dynamic way.

Guidance to all officers will shortly be disseminated building on the results of both the recent UCS report and the previous HMIC report into domestic abuse, this will be supported by greater clarity on investigation standards and supervision and audit requirements. The Constabulary continues to take the lead in the MARAC process which has significant success in the multi-agency response to high risk domestic abuse cases, due to the significant rise in the number of cases referred to MARAC the use of a 'virtual' MARAC structure to provide a more dynamic response is being considered. The Constabulary continue to focus work on the national Domestic Violence action plan.

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	
							

This page is as per the document produced in February 2015 – Public Confidence information is produced on a quarterly basis, with the next update due on 23 April 2015

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.

Policing Response

The Public Confidence action plan has been reviewed, and a suite of new actions have been captured in an updated action plan. Staff are being consulted on how best to progress priority meetings and how best to undertake new engagement and decision making processes.

The T/Assistant Chief Constable continues to chair the Confidence Board. An Action Plan is used to enhance performance and focusses on four main topics, namely:-

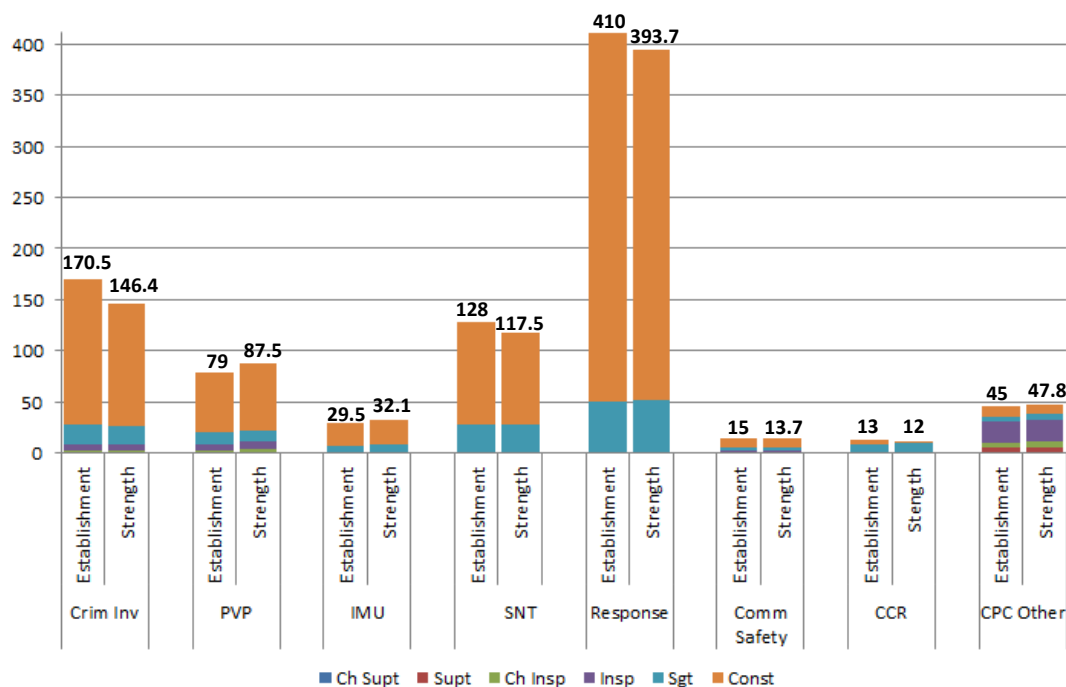
- Police Community Engagement;
- Police Fairness;
- Police Effectiveness;
- Perceptions linked to Crime and Disorder

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
1140.49	1194.9	166.71	169	815.31	904.98	234

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



The current strength of Police Officers is 4.65% below establishment at 1140.49, whilst PCSOs stand 1.3% below at 166.71. The combined strength of 1307.2 is 2.8% lower than that reported in December 2014. The strength of Police Staff stands at 815.31, 10.4% below establishment but 0.5% higher than in December. As stated in the previous report, 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 234.

The chart displays the strength and establishment of County Policing Command Teams (police officers) as at 31st March 2015. Teams currently under police officer establishment include criminal investigations, SNTs and Response teams. CPC strength overall currently stands at 850.79 compared to an establishment of 890.

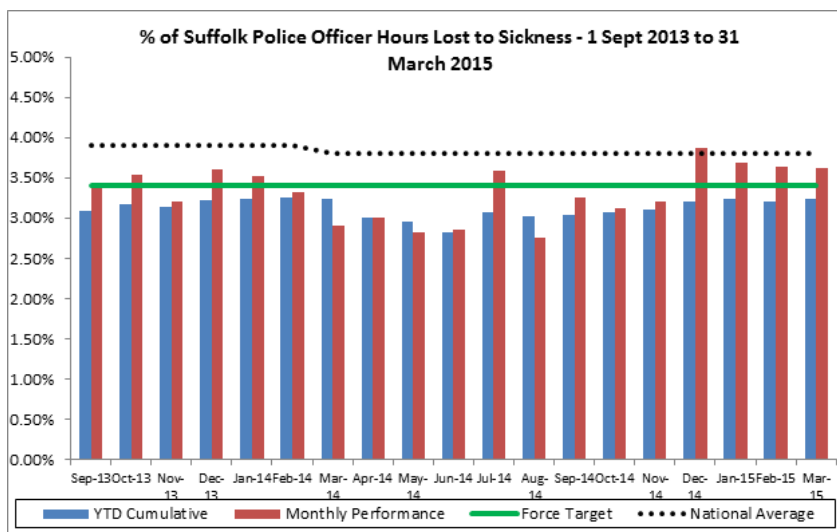
The Eastern Region Special Operations Unit (ERSOU) is staffed by 145 Police Officers, including 24 officers from Suffolk Constabulary

Human Resources – Long and Short Term Sickness

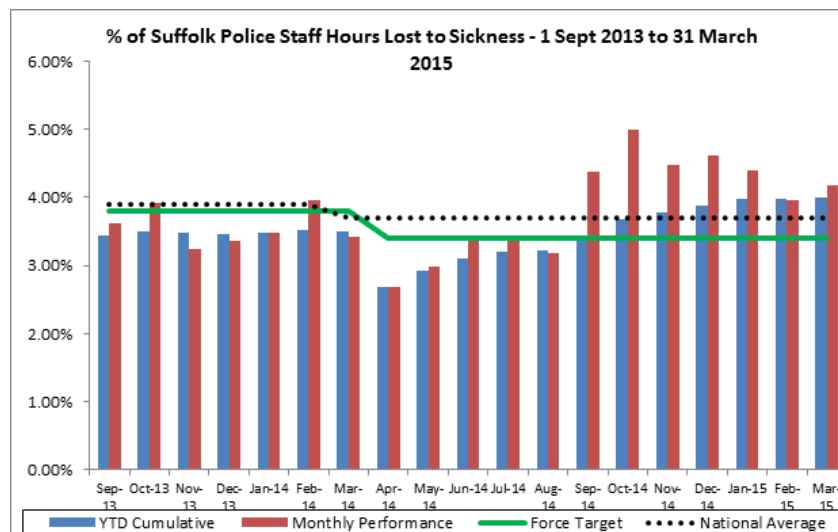
Number of officers and staff on sickness leave

Total No. Officers	Current (combined officer & staff)	3.87%	Target	3.4%	National Ranking	N/A
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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 3.87% compared to 4.20% as at 31 December 2014, and whilst it had improved, remains above the target of 3.4%.

The first chart demonstrates monthly and YTD performance for Police Officers. Monthly performance breached the target in July 2014 and again in December 2014 and during the first three months of 2015. 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 date 2014. The last six months have seen the highest monthly levels of sickness in the last eighteen months. Whilst full analysis of sickness data for February and March is yet to be undertaken, it is believed to be linked to respiratory issues or cold / flu.

As at year end (April 2014 – March 2015) 36% of recorded sickness in for Police Officers was related to short term absence, 34% for Police Staff. Medium term absence made up 17% of recorded Police Officer sickness and 17% for Police Staff. Long term absence accounted for 47% of recorded Police Officer sickness and 49% for Police Staff.

Human Resources – Restricted and Recuperative Duties

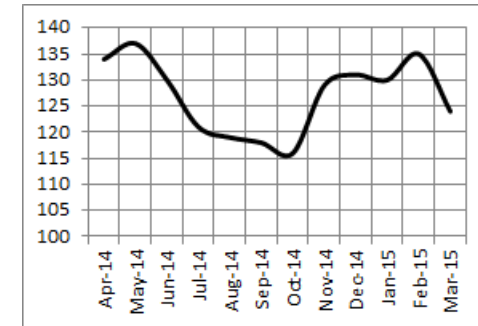
Number of officers not available for full front line duties

Total No. Officers	Current	124	12 month average	127	National Ranking	N/A
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As of 31st March 2015, 124 officers were on recuperative or restricted duties. This represents a decrease of 8.1% on the previous month, and stands at 5.1% below the level seen in December's report.

Data shows numbers of officers rather than FTE so as a guide, as a proportion of the total officer 'headcount' (1171), the current level of this restriction represents 10.6% of the total number of officers. Between departments this rate ranges, particularly in those where officers are deployed because of restricted or recuperative status.

Number of Officers R&R over time



Human Resources – Workforce Diversity

Number of officers and staff employed

% of Workforce	BME	2.16%	Female	42.19%	Lesbian, Gay, Bisexual	2.36
	Part-time	19.1%	Disabled	4.87%		

Proportions of Black and Minority Ethnic (BME) Officers, Staff and Specials increased slightly compared to the previous quarter (0.2%), and have been relatively consistent over the last year. The increase has been led by an increase in the proportion of BME Police Staff, with the current level of 1.74% down 0.3% up on the previous quarter.

Similarly the female to male ratio of the workforce rose slightly this quarter (+0.3%). There is generally greater female representation among police staff (61.58%) compared to PCSOs (44.25%), police officers (28.61%) and Special Constabulary (32.05%), and the percentage of females across the force has increased across all categories apart from the Special Constabulary.

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 33.12% 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.