

Suffolk Constabulary

Police and Crime Plan Performance Progress Report



March 2016

Police & Crime Plan Objectives

Objective	Measure	12 months to 31 Mar 16	Baseline ¹	Comparison to baseline ^{1 2}	Status ³	National ranking ⁴
Responding to Emergencies	999 Call Handling ⁵	90.3%	92.0%	-1.7%	◆ ↑	N/A
	Response to Emergency Incidents	90.5%	91.1%	-0.6%	◆ ↓	N/A
Solving Crime	Violence with Injury – Solved		50.1%			-
	Domestic Burglary – Solved	13.7%	21.2%	-7.5%	◆ ↑	-
	Robbery – Solved	22.3%	33.4%	-11%	◆ ↑	-
	Serious Sexual Offences – Solved	14.0%	20.6%	-6.6%	◆ ↑	-
	Drug Trafficking – Solved		94.3%			-
Preventing & Reducing Crime	Violence with Injury – Crimes		3,761			-
	Domestic Burglary – Crimes	1,386	1,573	▼12%	● ↓	-
	Robbery – Crimes	229	208	▲10%	◆ ↑	-
	Anti-Social Behaviour Incidents	15,832	24,897	▼36%	● ↑	N/A
	Total - Crimes		38,150			N/A
Caring	Victims' Satisfaction – Whole Experience	83.2%	86.6%	-3.4%	◆ ↓	21st
	Victims' Satisfaction – Follow-up	74.6%	79.4%	-4.8%	◆ ↓	14th
	Domestic Abuse Repeat Victimisation (existing)		64.8%			N/A
	Domestic Abuse Repeat Victimisation (proposed)		30.7%			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	68.1%	64.2%	+3.9%	● ↑	10th
	Public Confidence – Community Priorities ⁶	68.9%	63.4%	+5.5%	● ↑	3rd
	Public Confidence – Fair Treatment ⁶	73.4%	69.2%	+4.2%	● ↓	3rd
	Public Confidence – Overall Confidence ⁶	83.3%	77.2%	+6.1%	● ↑	6th

- 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.
- 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, rankings are not shown as they will be based on Athena data prior to Data Quality measures being introduced, and therefore not representative.** Public Confidence and Victim Satisfaction rankings are published quarterly by the Office for National Statistics from respondents to the Crime Survey of England & Wales; the period of the latest data is shown at footnote 6. 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 January 2015 to December 2015, published in April 2016.

A bespoke project team has been assembled by Norfolk and Suffolk Constabularies to correct issues with inaccurate data in Athena and ensure high quality data is sustained in the future. The Athena Data Quality (ADQ) Project is led by ACC Sarah Hamlin and comprises four separate strands of work:

- A 'Fix Team' which is actively reviewing investigations recorded up to the 25th April and making corrections. The team is working through a prioritised order of crime types to ensure that performance reporting is restored for the highest priority crime types first.
 - A Closure Team which is reviewing all requests to close investigations and assessing for data quality issues. The team makes corrections or returns records to officers for them to correct.
 - A review of the Constabularies' Athena Investigation Management Unit to reassess capacity and capability in light of known demands.
 - Development of enhanced support tools for supervisors, including workshops tailored to roles and improvements to the online Help Hub.
- The ADQ Project aims to have reintroduced full performance reporting by July 2016 and introduced sustainable options by the end of the year.

Calls received	Year to date 80,631	Last 12 months 80,631	3-year baseline 83,138	National rank N/A
Within target	Year to date 90.3%	Last 12 months 90.3%	3-year baseline 92.0%	National rank N/A

Performance

In the twelve months to the end of March 2016, the Constabulary answered 90.3% of 999 calls within ten seconds, against a target of 92%. Rolling annual performance has remained static for the last two years, with each month’s performance falling within a range of 1% (between 89.6% and 90.6%). Whilst the year end performance fell 1.7 percentage points short of the three year baseline, there was no change from 2014/15 levels.

Monthly performance for March 2016 was at its highest level since June 2015, standing at 93.5%. The average time to answer 999 calls in March 2016 was 3 seconds – the quickest since June 2015, and less than half the 7 seconds seen in March 2015. This was despite a rise in demand in March, with calls at their highest level since October 2015. 999 demand overall for the last year rose slightly compared with the previous year at 80,631 calls, an increase of 0.5%, but down on the three year average.

Analysis

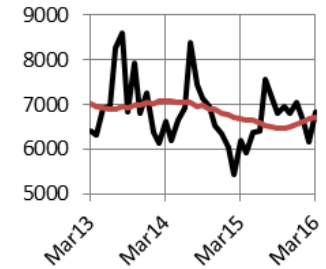
The CCR has undertaken internal recruitment, including three part time external staff who had assessments in 2015 but were on hold due the Suffolk Local Policing Review. Not all of these staff are independently working yet, as some are still being trained. This has reduced the CCR vacancies to 6.4 FTE. It is predicted that by the end of Summer 2016 the CCR will hold 10.14 FTE controller vacancies. External recruitment is now taking place with a view to holding an induction in September 2016.

The CCR continues to prioritise emergency calls by using ring-fenced staff. The delivery of Athena and requirement for additional data recording has impacted upon general call handling, increasing demand into the CCR. 999 call handling performance remains just above the national measure of 90% (from the ACP0 National Call Handling Standards)

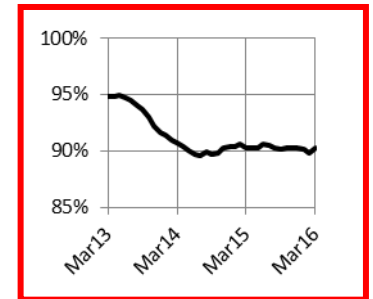
Police Response

The Contact & Control Room has undertaken three consecutive inductions during the first quarter of 2016. Whilst this will seek to assist the CCR in the longer term this does have an impact upon performance during the mentoring stages of training. To try and counter the impact of this mentoring, additional call handling staff working overtime were utilised daily throughout March on day and late shifts. This had the aim of solely providing resilience to emergency call handling, and provides an explanation for the rise in performance during March despite the increased demand.

Monthly & average demand



Rolling annual performance



Calls received	Year to date 190,884	Last 12 months 190,884	3-year baseline 178,313	National rank N/A
Within target	Year to date 51.5%	Last 12 months 51.5%	3-year baseline 76.8%	National rank N/A

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

Performance Summary

In the twelve months to the end of March 2016, Suffolk received 190,884 101 calls. This was an increase of 5.4% on last year’s demand. The proportion of calls answered within 20 seconds has been in continual decline over the last three years and stands at 51.5% for the year, 14 percentage points down on the same time last year. During March 2016 just 37.5% of 101 calls were answered within 20 seconds.

The average time to answer 101 calls continues to rise, standing at 2 min 50 sec in March 2016, compared with 57 seconds at the same time last year.

Analysis

Staffing levels in CCR are likely to have contributed to current performance, as was discussed in relation to 999s. The actual staffing level during 2015 remained under establishment by 18.59 full time equivalent posts until December, when it rose to 19.59 FTE. As referred to in the previous slide, the recruitment process during the first part of 2016 has reduced the vacancies to 6.4 FTE. The benefit of this recruitment should start to be reflected in performance by the second quarter of 2016.

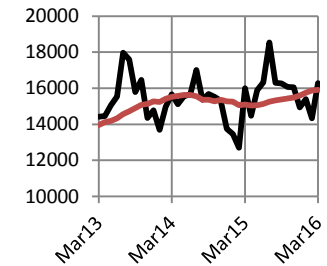
Policing Response

Business change such as THRIVE, Athena and greater scrutiny of crime data integrity has increased call length for all calls. This is due to the number of questions required and the increased amount of data that is required to be recorded. Adherence to national guidance regarding system checks and problems experienced with Athena have also extended call handler operating time before being able to accept another call.

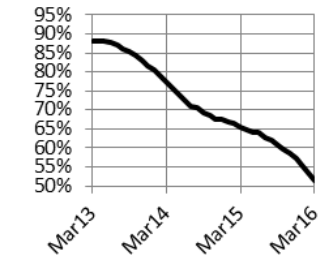
Further business change relating to a replacement of the Airwave interface introduced in March 2016 has reduced flexibility within the CCR and is likely to further impact upon call handling performance until a replacement telephony solution arrives towards the later part of 2016.

This is set against a 9.1% increase in 101 demand on the four year average and 3.7% increase in all calls.

Monthly & average demand



Rolling annual performance



Incidents attended	Year to date 19,084	Last 12 months 19,084	3-year baseline 13,370	National rank N/A
Within target	Year to date 90.5%	Last 12 months 90.5%	3-year baseline 91.1%	National rank N/A

Performance Summary

In the year ending March 2016, the percentage of emergency incidents attended by officers within target times stood 0.6 percentage points below the three year baseline target, at 90.5%. In the last year, on average, Suffolk officers have attended just over 52 emergency incidents per day, an increase of 22.6% on 2014/15.

Analysis

Emergency response data from 31 March 2015 shows that there are three local policing commands (LPCs) below the 90% attendance target: Beccles & Leiston LPC (Rural) at 82.0%; Forest Heath LPC (Rural) at 89.2%; and Mid Suffolk LPC (Rural) at 83.2%, although the Constabulary performance as a whole remains above 90%. Whilst there may be a number of contributory factors this does reflect the rural nature of the locations and distance from response bases.

STORM Data during 2015 shows an increase in grade A attendances, set against a reduction in 999 calls received. It is worth noting that the CCR receives information directly from CCTV, Ambulance and Fire services as well as reports from Officers on Airwave all of which can result in the creation of an incident.

An increase in emergency incidents can also in part be explained by the introduction of THRIVE in April 2015. Between April and December 2015 there was a 2% increase in emergency incidents, this is as a result of a better assessment of calls and was predicted prior to adopting this new risk assessment model.

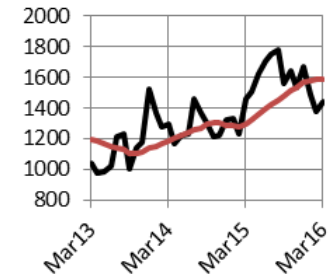
Policing Response

Daily auditing of emergency response failures has continued, monitored at the Force Daily Management Meeting (DMM). Where appropriate and ethical to do so failures due to operator error or duplication have been altered on the command and control system. This house keeping will have impacted positively upon performance measurement.

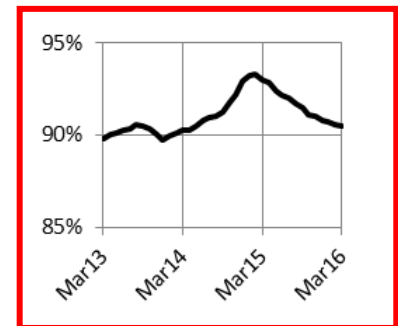
Where LPCs are not meeting the 90% attendance target new deployment plans have been introduced (or existing plans reviewed) with the aim of improving response times in the future. LPCs continue to work with the CCR to improve response to emergency incidents.

Following the implementation of the Suffolk Local Policing Model, designed to deliver the most effective service possible to the communities of Suffolk, performance will be carefully monitored and the new model evaluated to ensure that resources are optimally distributed around the County.

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

Crimes recorded				Solved rate			
Last 12 months	-	Year to date	-	Last 12 months	-%	Year to date	-%
3-year baseline	3,761	National ranking	-/43	3-year baseline	50.1%	National ranking	-/43

Monthly & **average** crime rate

National ranking & **average**

Rolling annual solved rate

National ranking & **average**

To follow, once Athena Data is available
(*est. early June 2016*)

Performance Summary

To follow, once Athena Data is available.

Analysis

Although year end performance is not currently available, when it is published it is likely that notable increases will be evident.

The Habgood Report (July 2015) outlines the impact of changes in recording practice in recorded violence (amongst other crime types). The report found that national data for calls to service relating to violent crime in 2014/15 rose by 1% whilst recorded crime increased by 23%. This indicates that the actual level of incidents of violence has remained stable; whilst improved crime recording processes are resulting in more reported incidents being converted in to recorded crimes. These findings have been supported by similar analysis conducted locally in Suffolk.

Further national data shows that Suffolk has not been alone in this increase. The majority of forces (41 out of 43) have experienced rises in recorded Violence with Injury (VWI), including all of those within Suffolk's Most Similar Group.

Available data from local A&E departments also does not reflect the spike in recorded levels of Violence with Injury which had been seen in Suffolk crime data from April 2015, which supports the inference that much of the increase may be apportioned to improved recording practices or other process issues.

It is also believed that there has been an increase in 3rd party recording of violent offences through Multi Agency Safeguarding Hubs (MASH), thereby contributing to rises in violent crime.

Whilst VWI reflects a range of offending behaviour, there are two primary groups which account for the majority of the recorded crime; VWI linked to the Night Time Economy and Domestic Violence.

Policing Response

A number of live operations, including Operation Volcanic (South Suffolk), Operation London (West Suffolk) and Operation Boulevard (East Suffolk), each targeting drugs and the associated violence, were run throughout 2015/16.

The Superintendent for Ipswich CPC leads a Violence with Injury 'Gold Group', which has the aim of addressing rising levels of offending. The group meet regularly to set tactics and drive activity throughout Suffolk. The group's objectives are:

- To minimise the risk of harm to the public.
- To reduce the fear and perception of violence in the community and maintain community confidence.
- To prevent adults and young people from using or engaging in or becoming victims of violence in public or private spaces.
- To intervene by ensuring victims and perpetrators are signposted to appropriate services to support them.
- To take robust enforcement action against those committing or enabling violence in public or private spaces.
- To work in partnership with other agencies to prevent violence.
- To fully understand the current issues by undertaking a bench marking exercise against most similar forces and working with JPAD to develop an effective analytical assessment.

Victim, Offender & Location (VOL) data has been developed specifically with regard to Violence with Injury, with results being integrated into SNT priorities and problem solving. VOL data is received every four weeks through the tactical tasking process.

The VOL data identified HMP Highpoint as a force hotspot - local work was undertaken to review crimes and internal processes, and a prison Governor meeting is now being reintroduced, to be chaired by the Chief Superintendent (CPC).

There is a separate Domestic Abuse action plan owned by the Protecting Vulnerable People directorate, as a large proportion of Violence with Injury offences are Domestic Abuse related.

'Domestic Abuse Matters' training is currently being rolled out, which seeks to further improve first responder interactions with victims of Domestic Abuse. It is felt that whilst this is specifically targeted at Domestic Abuse victims, it can only enhance our response to all victims.

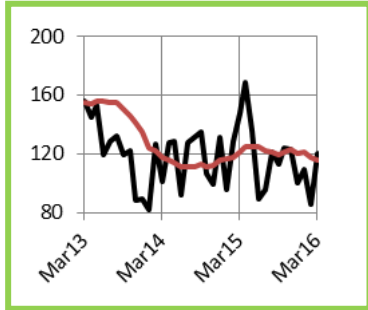
Community Safety are currently developing a safety leaflet aimed at vulnerable victims, such as street drinkers and the homeless.

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

Burglary of domestic dwellings, including attempts and distraction offences

Crimes recorded				Solved rate			
Last 12 months	1,386	Year to date	1,386	Last 12 months	13.7%	Year to date	13.7%
3-year baseline	1,573	National ranking	-/43	3-year baseline	21.2%	National ranking	-/43

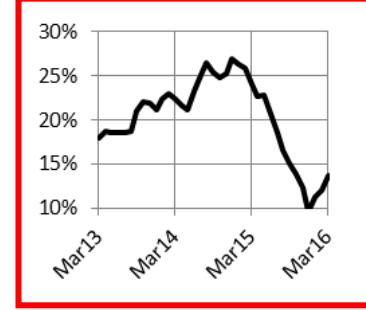
Monthly & average crime rate



National ranking & average

Correct rankings not currently available

Rolling annual solved rate



National ranking & average

Correct rankings not currently available

Performance Summary

Despite numbers of Domestic Burglaries starting the year at above average levels, with April 2015 having seen the most recorded offences since January 2013, the Constabulary finished the year 11.9% below the three-year baseline. Since June, levels have fluctuated between average and below average. February saw just 86 offences recorded, the lowest number since January 2014.

The solved rate for Domestic Burglary had been in decline since May 2015, and may have been further exacerbated by issues with Athena between October and December with notably low numbers of detections recorded in these months. Since then, however, the solved rate has recovered with January and March seeing the highest numbers of crimes solved since December 2014. The Constabulary finished the year with a solved rate of 13.7%, 7.5 percentage points below the baseline.

Analysis

A number of operations will have impacted on recent performance. Operation Warrington has seen a Joint Suffolk & Norfolk taskforce investigating a recent spate of burglaries targeting elderly vulnerable persons – this is believed to be part of a series impacting on a national scale. Other activity includes Operation Sequin, a series of burglaries in West Suffolk; and Operation Sussex, believed to relate to a single prolific offender based in East Suffolk.

Policing Response

Weekly analysis of burglary is conducted (more frequently if required) and used to enable early identification of any series and ensure targeted police patrols and activity. Targeted media campaigns are run as necessary, for example warning against leaving doors and windows open in warmer weather.

The Joint Performance and Analysis Department and Crime Scene Investigators now run a collaborated Comparative Case Analysis (CCA) spreadsheet on which all burglary dwellings are recorded to enable better identification of crime series. Although planned in 2015/16 this started in April 2016 and has already had some success.

Operation Convertor (looking at identifying additional offences of burglary for offenders to take into consideration - 'TIC' - and opportunities for Restorative Justice) was re-established on 7th March 2016 on a six month 'proof of concept' basis, with two Detective Constables deployed. In ten weeks, 55 offences have been solved through 'TICs', including 19 Burglary Dwellings and 21 Burglary Other Buildings. This operation has had a positive impact, not least in terms of being able to feed back to more victims that their crimes have been solved.

The Constabulary is now managing forensic hits more efficiently, using routine audits and imposing a 30 day time limit on progression from point of allocation to finalisation. The number of outstanding 'live' hits has reduced from 311, in December 2015, to 190 in May 2016.

An 8 point crime investigation plan has been a mandatory requirement since 1st February 2016. At the heart of this document is the need to assess and address victim needs, ensuring a structured and focused investigation. Regular performance improvement bulletins are issued forcewide, stressing the importance of abiding by the victims code. There is also an increased scrutiny of crime at Inspector level and above, including a requirement to audit a minimum of 10 investigations per month.

There are plans being developed to improve the use of 'Police Connect' (a messaging service connecting members of the public to the very latest policing news for their area via e-mail, text or phone) to provide targeted prevention and appeals for information.

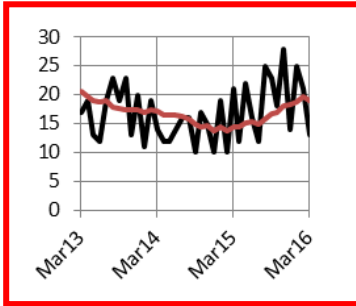
There have been an increasing number of Restorative Justice referrals, working more closely with Victim Support Services with an aim to reduce reoffending. There were four referrals of prolific offenders made through the Operation Convertor initiative in the past two months, which will be tracked throughout 2016/17.

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	229	Year to date	229	Last 12 months	22.3%	Year to date	22.3%
3-year baseline	208	National ranking	-/43	3-year baseline	33.4%	National ranking	-/43

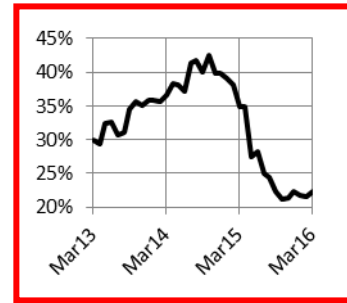
Monthly & average crime rate



National ranking & average

Correct rankings not currently available

Rolling annual solved rate



National ranking & average

Correct rankings not currently available

Performance Summary

Following a sustained period of decline, the volume of robbery offences in Suffolk has been gradually increasing over the last year, with the year end seeing 229 offences recorded, 10.1% up on the three year baseline. Over a similar period the solved rate for robbery has declined, from 34.9% a year ago to 22.3% for 2015/16 year end.

Analysis

Recent analysis in JPAD showed that Ipswich has seen the biggest increase in personal robberies in Suffolk over the last 12 months. Whilst volumes remain low (the whole of Suffolk sees just over 4 robberies per week), typical offences have seen groups of offenders targeting lone males in hours of darkness. Previous analysis has inferred that drugs markets and associated supply businesses have contributed to the increase in offending, sometimes committed against each other by rival gangs – in some of these cases, offences are reported by third party witnesses but victims are not supportive of police action, which would have an impact on the organisation’s ability to solve these crimes.

Policing Response

Weekly analysis of robbery is conducted (more frequently if required) and used to enable early identification of any series and ensure targeted police patrols and activity. Robberies are also discussed daily at the Daily Management Meeting (DMM).

There is thematic work on-going with the aim of improving the Constabulary's use of tracker technology, particularly where mobile phones are stolen in robberies.

As with burglary dwelling, an 8 point crime investigation plan has been a mandatory requirement since 1st February. At the heart of this document is the need to assess and address victim needs, ensuring a structured and focused investigation. Regular performance improvement bulletins are issued forcewide, stressing the importance of abiding by the victims code. There is also an increased scrutiny of crime at Inspector level and above, including a requirement to audit a minimum of 10 investigations per month.

There are plans being developed to improve the use of 'Police Connect' (a messaging service connecting members of the public to the very latest policing news for their area via e-mail, text or phone) to provide targeted prevention and appeals for information.

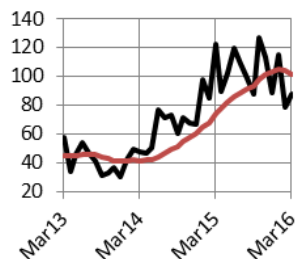
There have been an increasing number of Restorative Justice referrals, working more closely with Victim Support Services.

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

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

Crimes recorded				Solved rate			
Last 12 months	1219	Year to date	1219	Last 12 months	14.0%	Year to date	14.0%
3-year baseline	641	National ranking	-/43	3-year baseline	20.6%	National ranking	-/43

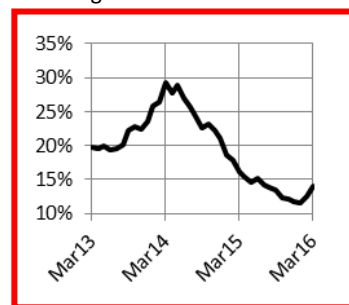
Monthly & average crime rate



National ranking & average

Correct rankings not currently available

Rolling annual solved rate



National ranking & average

Correct rankings not currently available

Performance Summary

In the year ending March 2016, there were 1219 Serious Sexual Offences recorded, against a three year baseline of 641. There are two ‘step-changes’ evident in crime levels over the last two years – initially in June 2014 (moving from an average of 41 to 65 offences per month), and then more significantly in January 2015 (since when an average of 102 offences has been seen each month).

The solved rate for Serious Sexual Offences has seen a similar pattern, in inverse, moving from an average of 29.1% to 19.2% from June 2014, and then to 12.7% since January 2015. Suffolk ended the year with a solved rate of 14%, 6.6 percentage points down on the three year baseline.

There are some early indicators of demand and performance stabilising however. February and March 2016 both saw levels of Serious Sexual Offences below the previous year’s figures, and March was also at three year average levels. The monthly solved rate has also recovered slightly in February and March with both being above last year and the three year average. The monthly solved rate in March 2016 was 31.8%, this highest level seen since May 2014.

Analysis

The initial step-change in levels of Serious Sexual Offences coincided with the initial findings of the HMIC Crime Data Integrity Inspection (published May 2014), as well as a number of high profile celebrities appearing in court on sex offence charges and the BBC airing the Panorama programme about Jimmy Saville: ‘The Power to Abuse’. The second step-change coincided with the introduction of the ‘Crime Integrity Group’ in Suffolk (February 2015) and the introduction of ‘THRIVE’ (March 2015) – a method of assessment of demand according to Threat, Harm, Risk, Investigation, Vulnerability and Engagement opportunities. Following a long period heavily impacted by these factors, as stated above there appears to be some stability returning to Serious Sexual Offence demand and more recently solved rates which should mean that the organisation is better able to benchmark what demand may look like in 2016/17 and beyond.

Policing Response

Recent activity includes a peer review of Rape and Serious Sexual Offence investigations and police decision making. This has been conducted by the Metropolitan Police Service. 40 investigations were audited, and in no case were police decisions found to be wrong. Additionally, an internal review of case referral processes has been completed.

The findings from both reviews are being pulled together into a single report for the ACC, which will be accompanied by a comprehensive action plan based on the complete findings.

New guidance on expectations around investigation, supervision and auditing have been circulated for the Protecting Vulnerable People directorate. This outlines requirements in detail and provides additional guidance for example in terms of best practice in structuring reports based on consultation with other forces and the Crown Prosecution Service.

A Rape and Serious Sexual Offences Scrutiny Panel has been created. This panel will deliver an external scrutiny of police decision making.

Performance framework requirements have also been finalised – the aim is to enable more detailed and comprehensive diagnostic oversight of this area in the future as part of a wider Suffolk Performance Framework.

Crimes recorded				Solved rate			
Last 12 months	-	Year to date	-	Last 12 months	-%	Year to date	-%
3-year baseline	357	National ranking	-/43	3-year baseline	94.3%	National ranking	-/43

Monthly & average crime rate

National ranking & average

Rolling annual solved rate

National ranking & average

To follow, once Athena Data is available
(est. end of June 2016)

Performance Summary

To follow, once Athena Data is available

Analysis

To follow, once Athena Data is available

Policing Response

As detailed under Violence with Injury, Operations Volcanic (South Suffolk), London (West Suffolk) and Boulevard (East Suffolk), each target drugs supply.

Tactics used include targeted Stop & Search; weeks of action to target drugs in the main towns, involving passive and proactive drugs dogs; and intelligence-led deployments of resources.

Operation Novak was a multi agency day of action targeting a hotspot in Ipswich for possession of drugs (and weapons). Similarly Operation Moonscape saw parks targeted across Suffolk, where supported by intelligence.

A strategic profile of drugs markets in Norfolk and Suffolk has also recently been published, which identifies key threat areas for targeting. Another profile, looking at London Based Drugs Businesses / ‘County Lines’ is planned for production later on this year.

Incidents recorded	Year to date 15,832	Last 12 months 15,832	3-year baseline 24,897	National rank -/43
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Performance Summary

Volumes of incidents of ASB continue to decline in Suffolk. At the year end, 15,832 incidents of ASB were recorded, down 36.4% on the three year baseline. In the last year Suffolk has seen around 43 ASB incidents reported each day, which is 14 incidents per day fewer than was seen in the previous year.

Analysis

The long term, sustained reduction in recorded Anti Social Behaviour is believed to be linked to a number of factors.

Crime recording has improved, so, for example, an argument between neighbours previously managed as a ASB matter, may now be more appropriately recorded as minor public order offence.

The Constabulary are also working more effectively in this area, having improved methods of identifying repeat victims, offenders and locations, and so are better able to target problem solving accordingly, making effective use of the new ASB powers (introduced in October 2014).

Anecdotally, the shift in social habits of young people is also having an effect, as their social needs are increasingly met online, with less potential for ‘public’ social activity to be perceived by others as Anti Social Behaviour. A potential counter-effect of this, although significantly smaller in volume, has been seen through the increase in Malicious Communications, often enabled through social media and telecommunications devices e.g. Smart Phones.

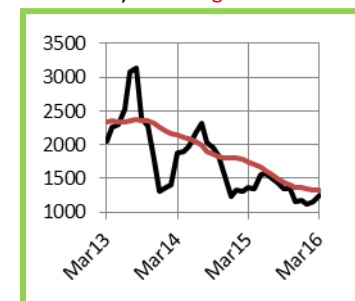
Policing Response

A Children/Young People (CYP) Co-ordinator role has recently been created, which has been advertised externally and is expected to be filled soon. An Anti Social Behaviour SPOC has been identified on each Safer Neighbourhood Team, and the CYP Co-ordinator will provide support, training and co-ordination to this network to deliver effective ASB resolution across the county.

The priority for this new role, once filled, will be a post-Suffolk Local Policing Review (SLPR) review of ASB reporting/recording systems to ensure that they are operating effectively under the new model.

Athena can be used to record all ASB which requires a risk assessment. This will be enhanced through the use of a new partnership problem solving module, being developed with the support of innovation funding.

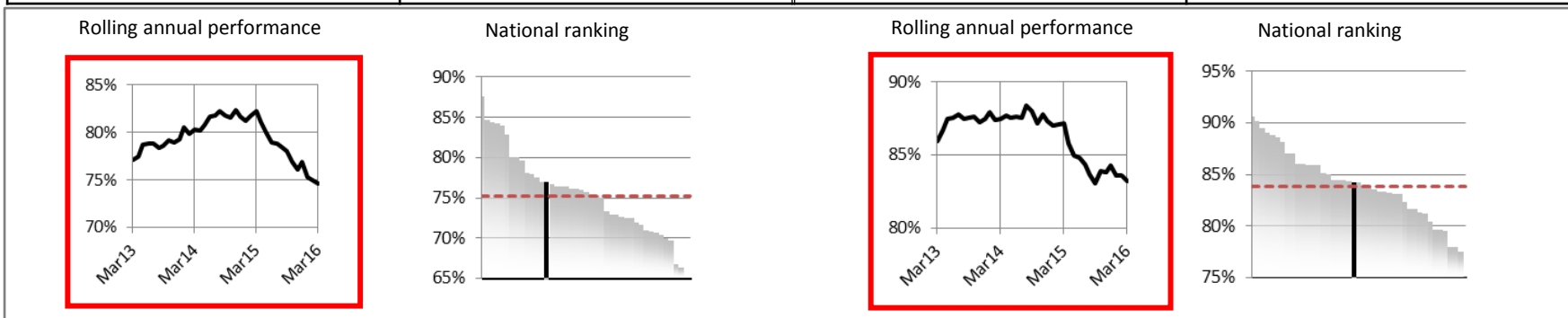
Monthly & average inc. rate



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

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

Victims satisfied with follow-up / being kept informed				Victims satisfied with the whole experience			
Last 12 months	74.6%	Confidence Interval	2.66%	Last 12 months	83.2%	Confidence Interval	2.25%
3-year baseline	79.4%	National ranking	14/43	3-year baseline	86.6%	National ranking	21/43



Performance Summary

Performance in relation to victims being satisfied with follow-up / being kept informed has seen a notable decline since March 2015. A brief improvement was seen in December 2015, but the decline has continued since then. Year end performance stands at 74.6%, 4.8 percentage points below the three year baseline. Monthly performance can be quite volatile, with much larger confidence intervals, but it appears to be stabilising at present with March seeing 79.5% of respondents satisfied, after October and January both saw levels below 70%.

Performance in relation to victim satisfaction with the whole experience also declined from March 2015, but levelled off and recovered slightly from October 2015. Year end performance stood at 83.2% satisfaction, 3.4 percentage points below the three year baseline.

Since the last report to the Accountability and Performance Panel Suffolk has also fallen in the national rankings – from 6th to 14th out of 43 forces for satisfaction with follow-up / being kept informed; and from 19th to 21st for satisfaction with the whole experience, but in both cases is still above the national average. Although performance is deteriorating, Suffolk is still 3rd placed in its Most Similar Group (MSG) of forces for overall satisfaction, and 4th placed for follow-up.

Analysis

As mentioned in previous reports, only victims of vehicle crime, violent crime and burglary dwelling are surveyed, and so the measures only capture a narrow selection of victims of crime the Constabulary comes into contact with. For 2016/17, there will be a statutory requirement to seek similar feedback from victims of domestic abuse, although forces are still awaiting national guidance.

There are currently issues with Athena in relation to how victims' contracts are managed, and the tasks that are being generated for officers in respect of victims updates. This has been fed into the Athena Gold Group.

The management of demand through the new Incident & Crime Management Hub (ICMH) may impact on Victim Satisfaction, particularly as it will be dealing with a lot of the crimes that this measure is based on. This will therefore need to be kept under review to identify any emerging trends.

Policing Response

The Victim Strategy has now been written and is awaiting sign off.

A Victim Action Plan has been developed following consultation with partners and the 'Victim's Walk Through' event, held in December 2015. This is a significant piece of work which will cut across the whole organisation. The ACC will lead a working group to develop a strategy for implementation during 2016/17.

A new Victims' leaflet has been prepared and this will be reviewed by partners at a multi-agency meeting in June.

Joint working is ongoing with Norfolk to scope the options around sending letters to victims, as per the requirement under the victims code, with potential solutions to be identified and agreed.

In 2016/17 the Constabulary are aiming to review the Norfolk Constabulary pilot in relation to Victim Personal Statements, which is being run at Great Yarmouth.

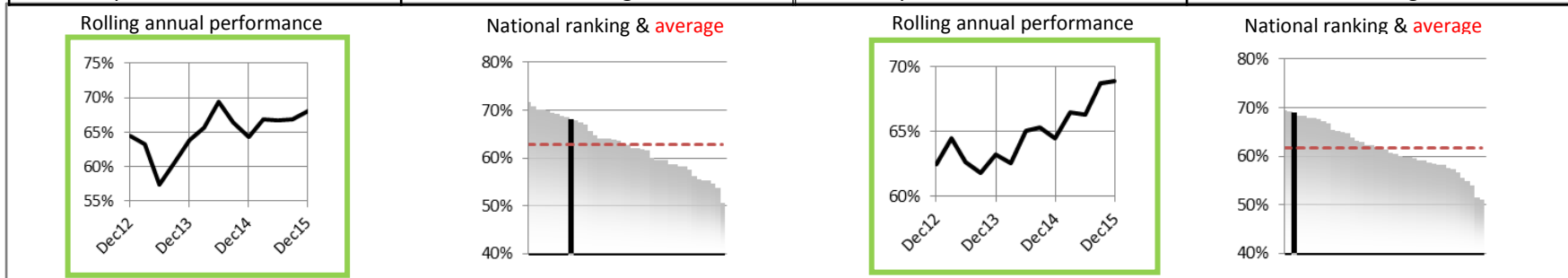
Consideration will be given to a West Midlands Police training package, developed to raise awareness and knowledge of the victims code. A briefing is due to take place in June 2016. It has been identified that knowledge of the Victims' Code is a key area where the Constabulary can further develop.

There is a small pilot currently running in East Suffolk, focused on victim follow-up and call backs. Early findings will be collated late summer 2016 and fed back through the Confidence & Satisfaction Board.

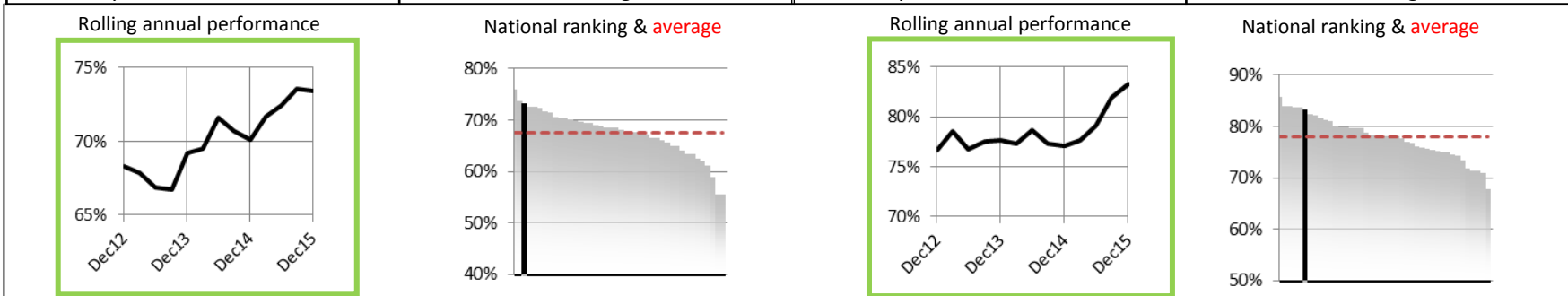
The 8-point investigation plan, as detailed earlier in the domestic burglary and robbery sections, has the aim of assessing and addressing victim needs and the importance of abiding by the victims code. This was launched in February 2016.

Public Confidence – Lead Officer: C/Supt County Policing

People who think the police do a good / excellent job		...who think the police are dealing with community priorities	
Last 12 months	68.1%	Confidence Interval	3.0%
3-year baseline	64.2%	National ranking	10th
Last 12 months	68.9%	Confidence Interval	2.5%
3-year baseline	63.4%	National ranking	3rd



...who think the police would treat them fairly		...who have overall confidence in the police	
Last 12 months	73.4%	Last 12 months	83.3%
Confidence Interval	2.7%	Confidence Interval	1.9%
3-year baseline	69.2%	3-year baseline	77.2%
National ranking	3rd	National ranking	6th



Public confidence data is taken from the Crime Survey for England and Wales. Current data is as per the last report published in April 2016, and only displays up to December 2015. Data to March 2015 will be released in mid July.

Performance Summary

As of December 2015 Suffolk sat above baseline levels, and above national average rates of confidence in all four measures. Its national ranking has continued to improve, and has reached third position nationally in terms of both treating members of the public fairly, and dealing with community priorities. The Constabulary is now ranked 6th nationally in terms of overall confidence in the police, up from 11th in June.

Analysis

The Constabulary has previously had a 'Confidence Board' to provide governance around Public Confidence. It has been decided to evolve this forum to incorporate victim satisfaction, and it is now known as the Confidence and Satisfaction Board. The board sits on a six weekly basis, chaired by the Assistant Chief Constable (ACC).

Policing Response

An Engagement Strategy is currently being drafted for launch in the Summer of 2016.

Under the Suffolk Local Policing Review (SLPR) re-design (which went live in March 2016), Safer Neighbourhood Teams have been re-focused on key roles to meet the needs of the communities they serve. There are seven core PCSO roles, focusing on vulnerable communities; the ‘chronically excluded’; ASB / crime reduction; mental health; retail & licensing; young persons; and domestic abuse.

Neighbourhood Newsletters are being sent monthly to update parishes/towns and key partners, and are published through the website.

All parish and town councils have been written to in relation to the SLPR re-design, and the future ways of communicating and engaging with the Constabulary.

Use of local Twitter accounts continues to develop, with training due to be delivered by the Corporate Communications Dept to key internal stakeholders.

Campaigns and calendars of events are run by each CPC Command and are linked to the Neighbourhood Harm Register that focuses on key issues for each Neighbourhood Team.

Internet sites are available for each SNT with key information for members of the public. These will be developed further when the new website is introduced.

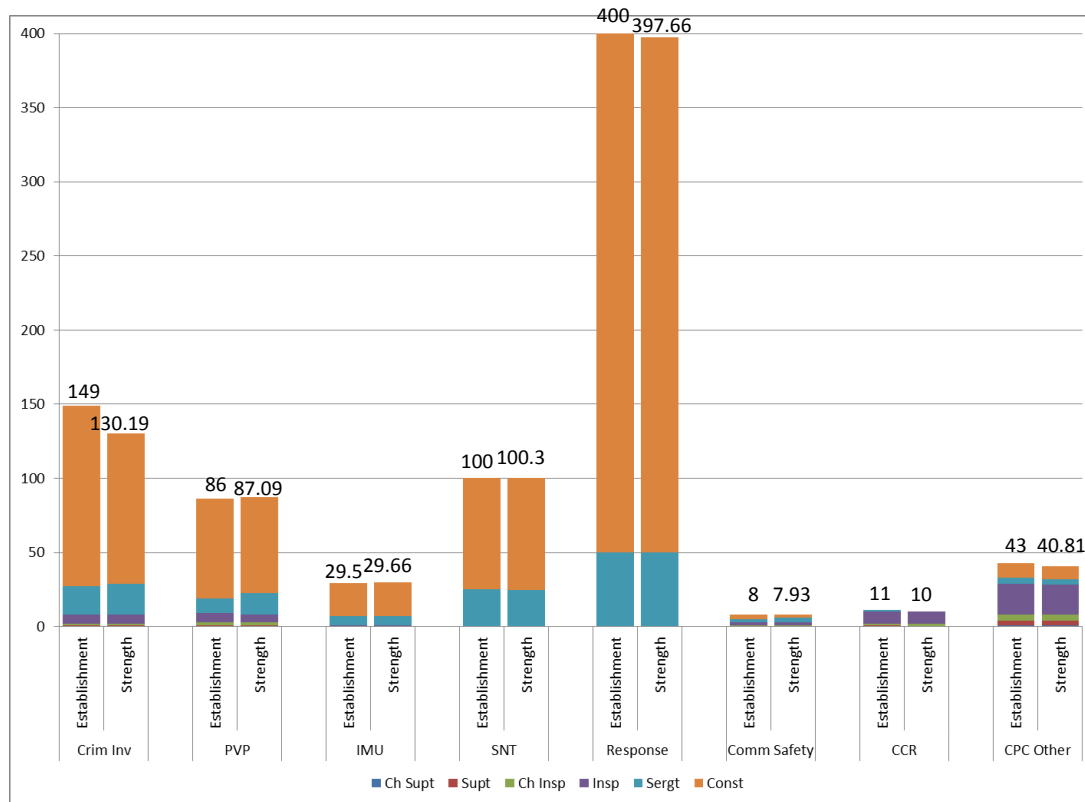
Tasking processes for each SNT are being developed to ensure good engagement and feedback with a range of partners and councillors that represent the public and the communities of Suffolk.

All SNTs have email addresses, which enable the public to contact police and report concerns easily.

Local engagement with Councillors and MPs continues locally through the Management teams in each area.

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
1079.30	1095.00	108.08	166.00	790.32	929.51	255

Current FTE Strength and Establishment of Police Officers by Suffolk Constabulary County Policing Command (as at March 31st 2016).



The current strength of Police Officers now stands at 1.4% below establishment. Both the establishment and strength of officers have reduced compared to the end of December 2015. The overall establishment has dropped by 0.2% and the overall strength of officers has dropped by 0.4%.

PCSOs stand at 34.2% below establishment at 108.1 (it should be noted that following the conclusion of SLPR, which was after the end of this particular reporting period, the establishment has reduced to 107 FTE – this is in line with the Constabulary’s saving plans).

The current strength of the Specials is 255.

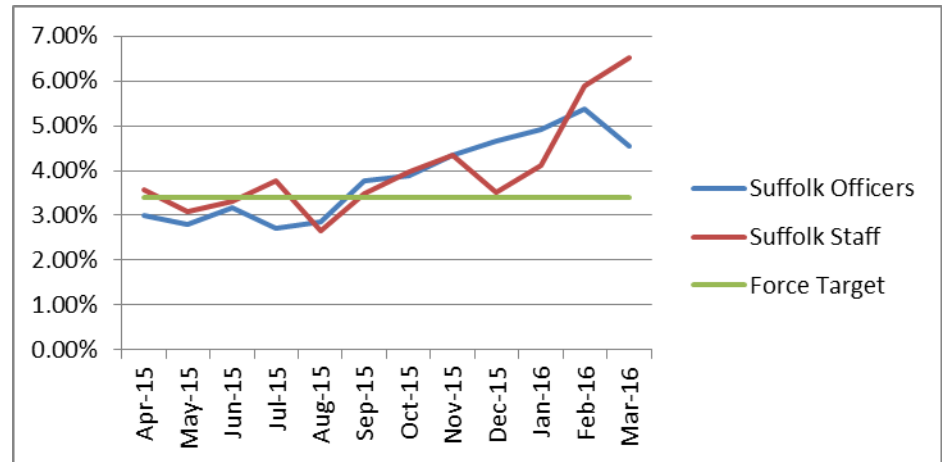
The current police staff strength stands at 15% below establishment. This is in line with the Constabulary’s Mid Term Financial Plan (MTFP) and reflects 2016/17 establishment levels.

The chart displays the strength and establishment of County Policing Command Teams (police officers) as at 31st March 2016. The team currently furthest below police officer establishment is Criminal Investigations. **CPC strength overall currently stands at 803.6, down 2.8% against an establishment of 826.5.** Again it should be noted that these figures are all pre-SLPR changes.

Total No. Officers	Current officer Current staff	4.54% 6.52%	Target	3.4%	National Ranking	N/A
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Percentage of working hours lost to sickness absence 2015/16

This graph shows the percentage of working hours lost to sickness absence for the period for the 2015/2016 Financial Year.



Suffolk Police Officers

Sickness absence for Suffolk Police Officers in Quarter 4 2015/2016 has increased in comparison with the corresponding quarter in 2014/2015 from 3.6% to 5%, up 1.3 percentage points (pp). Sickness absence peaked in February and reduced by 0.8 pp in March. The statistics suggest that this was in part due to an increase in winter illnesses (i.e. cold/influenza/ respiratory infections/viral infections) which peaked during the month of February. In terms of the finalised year end sickness position, this shows that the constabulary is 0.4 pp over the force target for sickness absence for Suffolk Police Officers.

Suffolk Police Staff

Sickness absence for Suffolk Police Staff in Quarter 4 2015/2016 has increased in comparison with the corresponding quarter in 2014/2015 from 4.2% to 5.5% (1.3 pp).

In terms of the finalised year end sickness position, this shows that the constabulary is 0.6 pp over the force target for sickness absence for Suffolk Police Staff.

Given that the levels of sickness absence are higher than the force target, there are a number of initiatives being put in place to assist line managers with managing sickness effectively. These include facilitating absence master classes, holding HR clinics in key areas and ensuring regular attendance at senior management meetings by HR Business Partners to discuss sickness absence. There is also a project underway to help to “upskill” line managers, which will include coaching around conducting difficult conversations with officers and staff.

Total No. Officers	Current	90	12 month average	N/A	National Ranking	N/A
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Total figures for Suffolk officers who are on adjusted or recuperative duties as at the 19 May 2016 are set out below:

Suffolk	19/05/2016
Adjusted	26
Recuperative	64

In response to the regulation changes, Suffolk and Norfolk Constabularies have introduced a new Limited Duties Policy setting out the Constabularies’ position on the management and deployment of Police Officers and Staff who fall under the ‘Limited Duties’ definition. This policy completed the full consultation process in September 2015 and has now been fully implemented.

Following these changes there is new terminology which is now used for describing ‘Limited Duties’ and these are used above.

Adjusted duties are defined as “duties falling short of full deployment in respect of which workplace adjustments have been made to overcome barriers to working.” Recuperative duties are defined as “duties that fall short of full deployment, undertaken by police officers and staff following an injury, accident, illness or medical incident, during which the individual adapts to and prepares for a return to full duties and the full hours for which they are paid.”

Following the introduction of the new policy, there has been a renewed focus on this area by management teams, supported by the HR Business Partners. Managers have met all those affected by the Limited Duties Policy, and reviewed each case individually.

As this is the first time that HR has reported on the number of officers who fall under the Limited Duties Policy, we will be able to provide analysis moving forwards to identify trends.

% of Workforce	BME	2.1%	Female	42.27%	Lesbian, Gay, Bisexual	2.45%
	Part-time	19.92%	Disabled	4.94%		

Proportions of Black and Minority Ethnic (BME) Officers, Staff and Specials increased slightly compared to the previous quarter (0.02%), and have been relatively consistent over the last year.

The female to male ratio of the workforce increased marginally this quarter. There is generally greater female representation among Police Staff (61.9%) compared to PCSOs (44.7%), Police Officers (28.6%) and the Special Constabulary (28.6%), and the percentage of females across the force has increased amongst Police Staff and members of the Special Constabulary.

80.1% of the workforce is full time, which has increased marginally from the previous quarter.

Sexual orientation is unknown in 32.6% 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 broadly consistent with the previous quarter (2.5%).

Positive Action

A Positive Action Recruitment Advisor has been recruited by the constabularies, in order to develop evidence based positive action initiatives.

For the recruitment of 21 PCSO vacancies for Suffolk across the county, it has been agreed that work will be done around positive action. As the lines open in Spring 2016, it is important that work is done as a priority and therefore a working group chaired by Chief Superintendent (CPC) David Skevington was established. An action plan was created which details the following urgent actions:

- Run a media campaign to include written media and radio (including researching specialist/community radio stations).
- Run 3-4 recruitment events in the first 2-3 weeks of May in Newmarket, Ipswich and Lowestoft.
- Look at getting business cards similar to those used by other forces that can be handed out to BME members of the community giving them a personal invite to apply.
- Link in with local colleges.
- Use of social media (such as Facebook and Twitter).