

Police and Crime Plan Performance Progress Report

Accountability and Performance Panel

1st September 2017

PERFORMANCE REPORT: Introduction

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

OBJECTIVE 1: Responding to calls for urgent assistance

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

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

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

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

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

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

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

PERFORMANCE REPORT: Introduction

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

- Performance summary (slides 4 - 8)
- Workforce (slide 7)
- Crime Demand (slide 9)
- Domestic Abuse (slides 10 and 11)
- Serious Sexual Offences (slides 12 and 13)
- Child Sexual Abuse (slide 14)
- Killed and Seriously Injured collisions (slide 15)
- Emergency Response (slide 16)
- 101 Call Handling (slides 17 and 18)
- Confidence – dealing with Community Priorities (slides 20 and 20)

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

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

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

*** These measures are still under development

PERFORMANCE REPORT: Summary

Suffolk Police and Crime Plan Objectives: Performance Summary

Data up to 30th June 2017

Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)	
Domestic Abuse	Number of crimes	Pages 9-10	5,396	3,887	39%	Yes (Number of offences)
	Solved number		1,275	1,279	0%	
	Solved rate		24%	33%	-9%	
	% Cases where investigation not possible (DA)		2%	2%	0%	
	% Cases where victim does not support (DA)		44%	27%	17%	
	% Cases at court which are convicted (DA)		Work is ongoing to develop surveys for victims in this area. This work places victim safety as a priority.			
	% victims satisfied with overall service (DA)					
	% victims satisfied with accessibility (DA)					
	% victims satisfied with actions taken (DA)					
	% victims satisfied with treatment (DA)					
% victims satisfied with updates (DA)						
Serious Sexual Offences	Number of crimes	Pages 11-12	1,357	940	44%	Yes (Number of offences)
	Solved number		141	131	7%	
	Solved rate		10%	14%	-4%	
	% Cases where investigation not possible (SSO)		4%	4%	0%	
	% Cases where victim does not support (SSO)		23%	18%	5%	
	% Cases at court which are convicted (SSO)		Work is ongoing to develop surveys for victims in this area. This work places victim safety as a priority.			
	% victims satisfied with overall service (SSO)					
	% victims satisfied with accessibility (SSO)					
	% victims satisfied with actions taken (SSO)					
	% victims satisfied with treatment (SSO)					
% victims satisfied with updates (SSO)						
Child Sexual Abuse	Number of crimes	Page 13	316	NEW CRIME CLASSIFICATION Comparisons not available		
	Solved number		27			
	Solved rate		9%			
	% Cases where investigation not possible (CSA)		5%			
	% Cases where victim does not support (CSA)		14%			
	% Cases at court which are convicted (CSA)					

PERFORMANCE REPORT: Summary

Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)
Public Safety	% 999 calls answered within 10 seconds	90.8%	90.2%	0.6%	No
	% emergencies responded to within target Page 15	89.1%	91.1%	-2.0%	No
	Number of emergencies responded to within target	1,479	1,397	6%	-
	% emergencies responded to within target - East SPC	86.1%	87.4%	-1.3%	-
	Number of emergencies responded to within target - East SPC	370	367	1%	-
	% emergencies responded to within target - South SPC	91.1%	92.3%	-1.2%	-
	Number of emergencies responded to within target - South SPC	694	632	10%	-
	% emergencies responded to within target - West SPC	89.0%	90.4%	-1.4%	-
	Number of emergencies responded to within target - West SPC	415	398	4%	-
	Number of KSI collisions Page 14	261	222	18%	Yes
	Number of FPNs issued for seatbelts Pages 16	886	Most recent data up to March 2017		
Confidence	Number of FPNs issued for mobile phone use Pages 16	1,788	Most recent data up to March 2017		
	% of public who agree police are doing a good job Pages 18-19	65.6%	66.5%	-1%	No
	% of public who agree police deal with community priorities	60.6%	65.1%	-5%	Yes
	% of public who agree police would treat them fairly	71.7%	71.9%	0%	No
	% of public who have confidence in the police overall	81.4%	79.6%	2%	No
	Average time taken to answer 101s (seconds) Page 20	218	65	235%	Yes

PERFORMANCE REPORT: Summary

Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)
Hate Crime	Number of crimes	550			
	Solved number	108			
	Solved rate	20%			
	% Cases where investigation not possible (Hate Crime)	3%			
	% Cases where victim does not support (Hate Crime)	26%			
	% Cases at court which are convicted (Hate Crime)				
	% victims satisfied with overall service (Hate Crime)				
	% victims satisfied with accessibility (Hate Crime)				
	% victims satisfied with actions taken (Hate Crime)				
	% victims satisfied with treatment (Hate Crime)				
	% victims satisfied with updates (Hate Crime)				
				Surveys commenced in July 2017 and will be reported on in future iterations of this report	
Rural Crime	Number of crimes	373			
	Solved number	12			
	Solved rate	3%			
	% Cases where investigation not possible (Rural Crime)	0%			
	% Cases where victim does not support (Rural Crime)	3%			
	% Cases at court which are convicted (Rural Crime)				
	% victims satisfied with overall service (Rural Crime)				
	% victims satisfied with accessibility (Rural Crime)				
	% victims satisfied with actions taken (Rural Crime)				
	% victims satisfied with treatment (Rural Crime)				
	% victims satisfied with updates (Rural Crime)				
				Surveys commenced in July 2017 and will be reported on in future iterations of this report	
Business Crime	Number of crimes	6,308			
	Solved number	2,140			
	Solved rate	34%			
	% Cases where investigation not possible (Business Crime)	1%			
	% Cases where victim does not support (Business Crime)	3%			
	% Cases at court which are convicted (Business Crime)				
	% victims satisfied with overall service (Business Crime)				
	% victims satisfied with accessibility (Business Crime)				
	% victims satisfied with actions taken (Business Crime)				
	% victims satisfied with treatment (Business Crime)				
	% victims satisfied with updates (Business Crime)				
				Surveys commenced in July 2017 and will be reported on in future iterations of this report	

Business and Rural Crime indicators have been introduced into force performance management for the first time. As more data is gathered our knowledge of these crime types improves.

Data is correct as at 13/07/2017.

PERFORMANCE REPORT: Summary

Objective		Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)
Online Crime	Number of crimes		943			
	Solved number		129			
	Solved rate		14%			
	% Cases where investigation not possible (Online Crime)		1%			
	% Cases where victim does not support (Online Crime)		25%			
	% Cases at court which are convicted (Online Crime)					
	% victims satisfied with overall service (Online Crime)					
	% victims satisfied with accessibility (Online Crime)					
	% victims satisfied with actions taken (Online Crime)					
	% victims satisfied with treatment (Online Crime)					
	% victims satisfied with updates (Online Crime)					

Surveys commenced in July 2017 and will be reported on in future iterations of this report

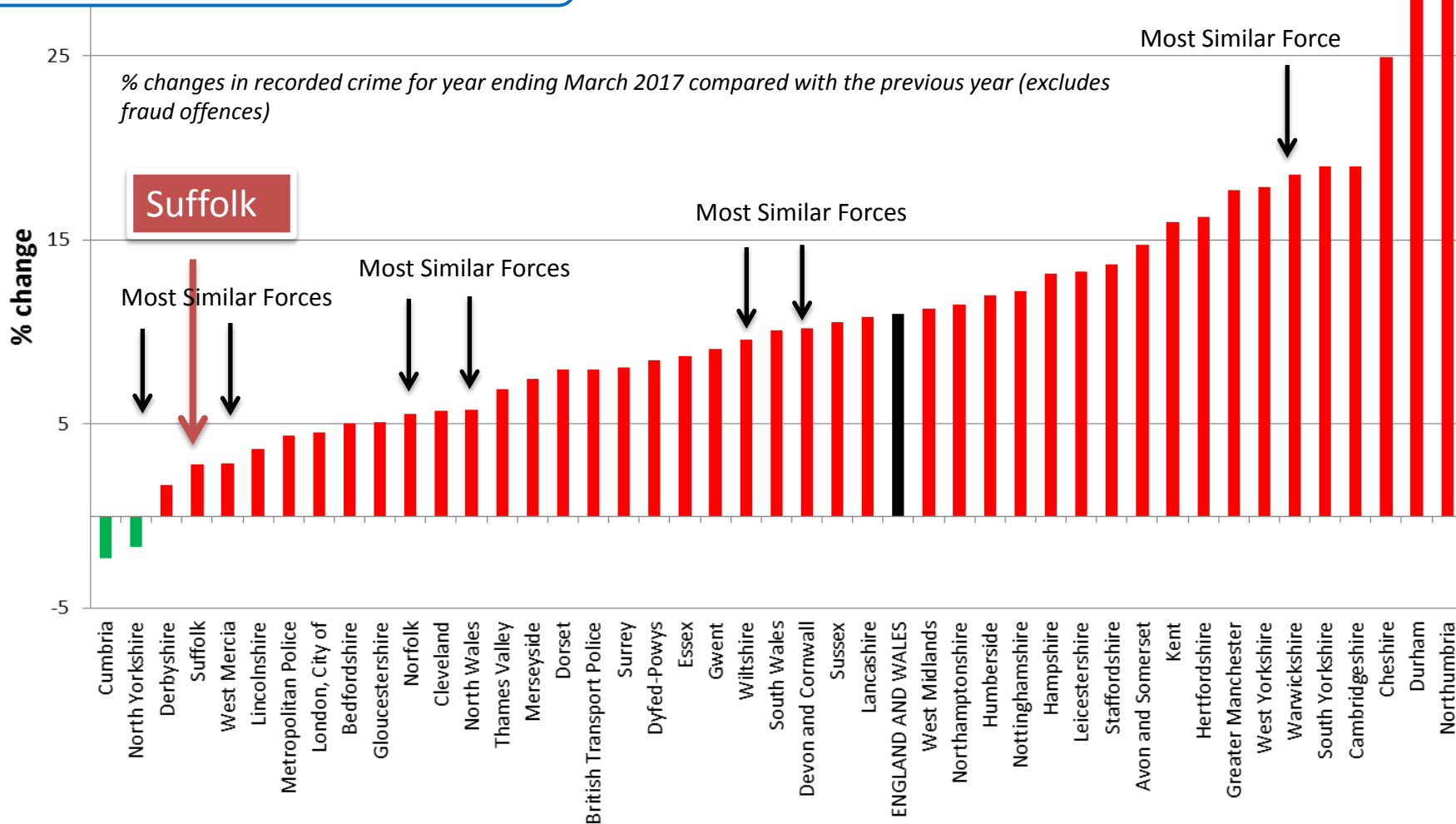


Suffolk Constabulary's workforce focus is to promote a diverse, multi-skilled organisation that will effectively tackle hidden harm and deliver an ethical, efficient and effective service with appropriate support.

Indicator	Officers	PCSOs	Staff	Commentary
Total posts (funded)	1,095	107	911	The current strength of Police Officers now stands at 2.7% below establishment (3.5% last quarter).
Total posts (actual)	1,066	91	795	PCSOs strength stands at 15% below establishment at the conclusion of the quarter. The current police staff strength stands at 13% below establishment.
% working hours lost to sickness (force target 3.4%)	4.23%	*	3.25%	Sickness absence for Suffolk Police Officers in the first quarter of 2017/18 decreased in comparison with the last quarter of the proceeding financial year from 4.4% to 4.23%. In comparison with Quarter 1 of 2016/17, sickness was higher by 0.36% this quarter. Sickness absence for Suffolk Police Staff in the first quarter of 2017/18 has decreased in comparison with the last quarter of the proceeding financial year from 4.7% to 3.25%. In comparison with Quarter 1 of 2016/17, sickness was lower by 0.52% this quarter.
Number on recuperative duties (as at 19 July 2017)*	149 (102 officers and 47 staff)			An increase from 144 in January 2017.
Number on adjusted duties (as at 19 July 2017)*	45 (39 officers and 6 staff)			A reduction from 46 in the previous quarter.

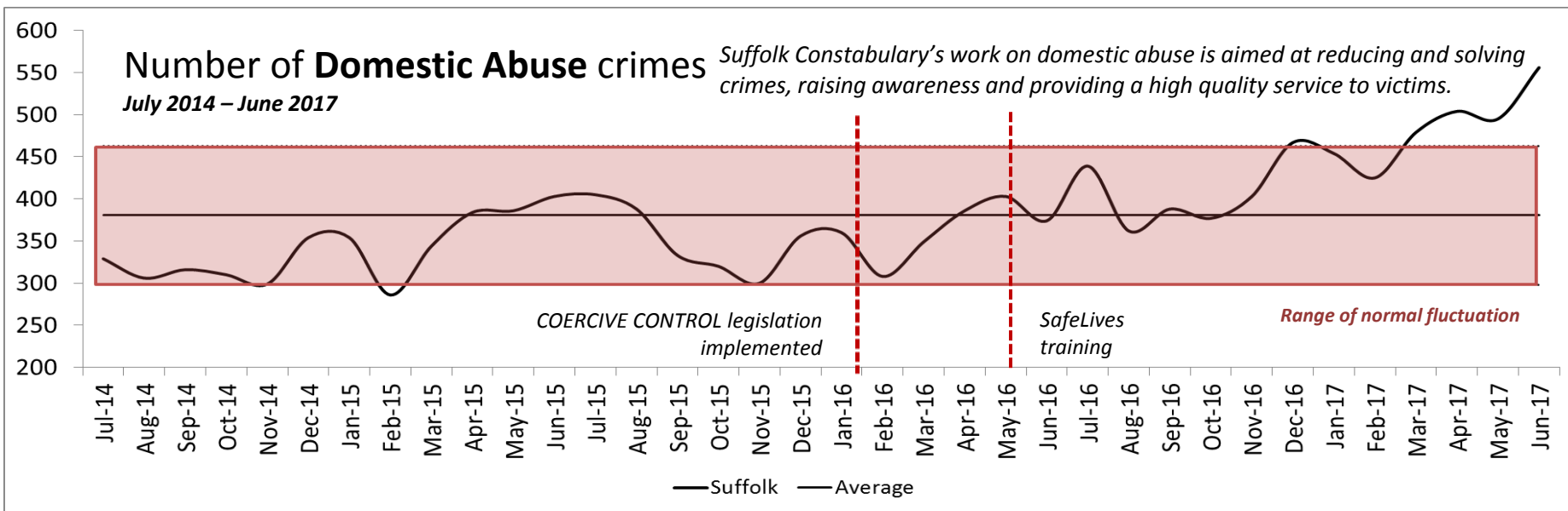
PERFORMANCE REPORT: Crime Demand

42 forces showing **increases**
2 forces showing a **decrease**



Suffolk has seen an increase in overall recorded crime, which is consistent with the national trend. The data which makes up the graph above is compiled by the Office of National Statistics based on force annual data returns. Many of the forces with larger increases have been subject to crime data integrity inspections in the last 12 months.

PERFORMANCE REPORT: Domestic Abuse



Performance at a glance

Level of crime	Significant recent upward trend over 12 months, surpassing upper exception
Level of successful investigations	1 in 4 crimes are solved
Level of victim support for police investigations	Half of victims support police investigation
Satisfaction of victims	Not yet available
Comparison to most similar forces	Not yet available

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of crimes	5,396 (+39%)
% of crimes where an investigation was not possible	2% (No difference)
% crimes where victim supports police investigation	56% (-17 ppt)
% crimes solved by police	24% (- 9 ppt)
% of cases convicted in court	Not yet available
% victims satisfied overall (whole experience)	Not yet available

Analysis:

Domestic Abuse

Domestic Abuse continues to follow a general upward trend and remains a statistical exception, with June 2017 showing the highest number of domestic related crimes (556) for three years. The number of domestic incidents continues to remain at a low level. It is likely that the impact of the Safe Lives Domestic Abuse Matters training is seeing a greater conversion to crimes that were previously being recorded as non-crime. The rate of arrests in domestic abuse cases has risen over the past quarter.

The solved rate for the last year is 9% lower than the three year average, however this is not a statistically exceptional change and should be considered in the context of a 39% increase in recorded crimes. The actual number of domestic abuse investigations which result in a positive justice outcome remains stable.

Operational Commentary:

In response to increasing demand the force is building a range of strategies based on evidence and professional expertise.

There is to be further investment in training delivery of 'Domestic Abuse Matters' for middle and senior managers. This will be run in early September 2017 and will be followed by investment in operational officers and staff who were not subject to the original training. The training has proven to improve officer knowledge of domestic abuse, particularly coercive and controlling behaviour, and will further improve the constabulary's capability in this area.

The evaluation of the pilot to reduce the number of domestic abuse risk assessment forms has been completed. This identified low risk in continuing with the approach of not undertaking risk assessments in cases where the victim and suspect were not intimate partners. This has now been adopted as force policy and has led to a small increase in officer capacity.

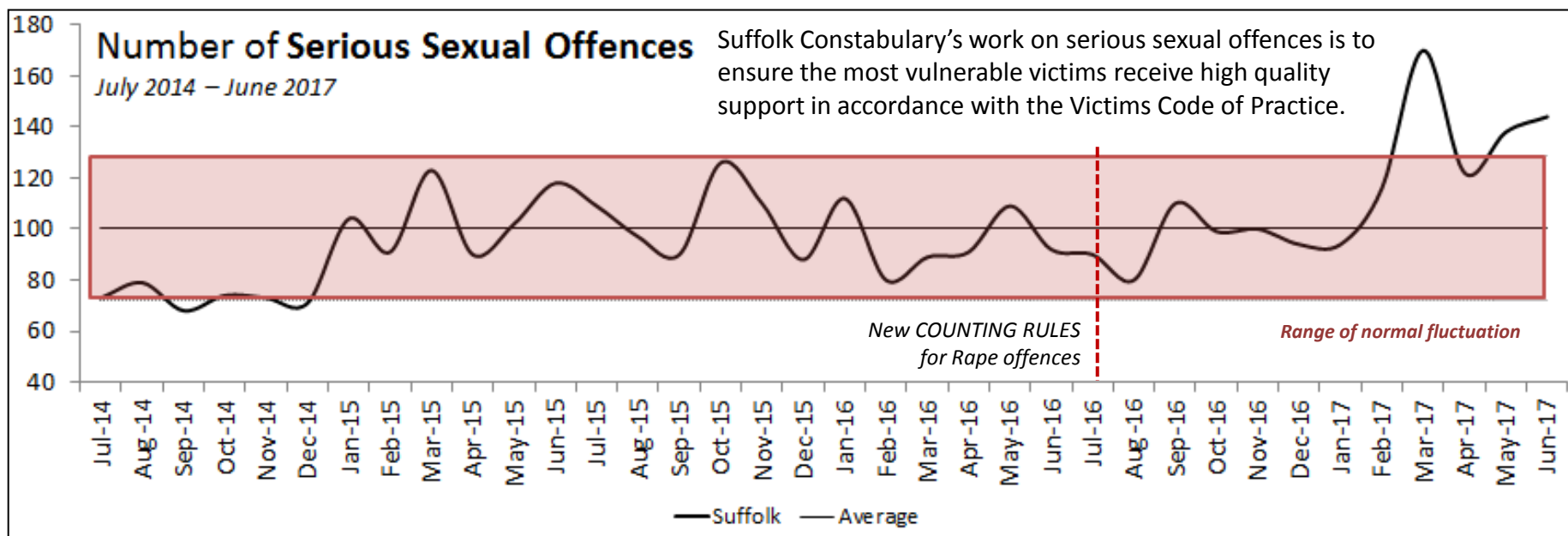
Another pilot, known as 'One Front Door', based in the multi agency safeguarding hub (MASH), is due to go live in August. This project aims at improving access for victims to partnership services. The results of an evaluation will be included in a future report.

The force has established a Multi Agency Violence Against Women and Girls Board (VAWG) which has met twice. This has enabled further strategic co-ordination of the whole partner system response to domestic abuse and is currently working with the local authority on a domestic abuse strategy. The force has also established a Domestic Abuse Scrutiny Panel that has representatives from partner agencies and the voluntary sector.

Internal to the constabulary, a Domestic Abuse Delivery Board has been established to co-ordinate the constabulary response to this form of crime. There are several work streams progressing under a 4P strategy (Pursue, Prevent, Protect, Prepare), which extend beyond crime investigation and prevention. The constabulary is investing substantial effort in developing a domestic abuse victim survey, the results of which will be reported in future iterations of this paper.

During July 2017, the constabulary launched a new initiative to recruit detectives with no prior police officer experience to make up the current shortfall in detective numbers in Suffolk. This has also occurred in other parts of the country where external recruitment supplements internal detective selection processes and aims to bring support to investigators working in challenging fields. This will build the constabulary's capacity.

PERFORMANCE REPORT: Serious Sexual Offences



Performance at a glance

Level of crime	General stability within a range of normal fluctuation until a recent upward trend, surpassing upper exception
Level of successful investigations	1 in 10 crimes are solved
Level of victim support for police investigations	3 out of 4 victims support police investigations
Satisfaction of victims	Not yet available

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of crimes	1,357 (+44%)
% of crimes where an investigation was not possible	4% (No difference)
% crimes where victim supports police investigation	77% (-5 ppt)
% crimes solved by police	10% (-4 ppt)
% of cases convicted in court	Not yet available
% victims satisfied overall	Not yet available

Serious Sexual Offences

Analysis:

The numbers of serious sexual offences reported to the constabulary had showed some stability compared to the three year average until January 2017 when there was a steep and statistically exceptional increase in reporting. May and June 2017 presented high numbers (138 and 144 offences) although these are down from the high experienced in March 2017 (170 offences). All types of serious sexual offences have risen. This trend is not exclusive to Suffolk with all of the forces 'most similar' group reporting similar rises.

The solved rate has dropped by 4% compared to the three year average, however, this is not an exceptional change and is set against a 44% increase in recorded crimes. The actual number of solved serious sexual offences has remained stable.

Operational Commentary:

As with domestic abuse, Suffolk investigators are coping with substantial increases in report serious sexual offences. The constabulary has reorganised its governance of activity in this area accordingly.

The Serious Sexual Offences Delivery Board manages a 4P strategy (Pursue, Prevent, Protect, Prepare) for improving the constabulary's performance in this area. A Rape Scrutiny Panel continues to provide analysis of police investigations and decision making with partners and charitable organisations, which feeds directly into that strategy. The success of this panel has been recognised and replicated in other areas of police business and force areas.

A new operating model for Protecting Vulnerable People Directorate (PVP) Investigations has been established, and while the directorate, which is responsible for investigating serious sexual offences, is not operating to optimum 'effective strength' due to vacancies, the new model has provided an enhanced coverage in terms of hours and days worked. Feedback received from partners and constabulary staff suggests that this has been a successful transition that provides a much better operational response. It is anticipated that the constabulary's 'Detective Entry' scheme (see page 10) will help to address issues with vacancies.

Revised investigative guidance is soon to be issued to all officers involved in serious sexual offence investigation, incorporating recent legislative and victim care developments based on best practice, and further promoting the requirement to consider coercive control offences.

PERFORMANCE REPORT: Child Sexual Abuse

Analysis:

The constabulary amended the way it counts child sexual abuse crimes in April 2017, to comply with new Home Office rules. As a result, the force cannot make like for like comparisons with previous years. Despite this, the force monitors child sexual abuse performance through its normal performance management practices and has conducted extensive analysis of this type of crime in the last two years, which continues to inform the force response. The constabulary will be a position to monitor this form of crime for statistical exceptions by April 2020, but in the meantime will monitor year on year change and investigative response. Child Sexual Abuse is a hidden crime, and as such the constabulary's activity will likely lead to a rise in reported levels.

Operational Commentary:

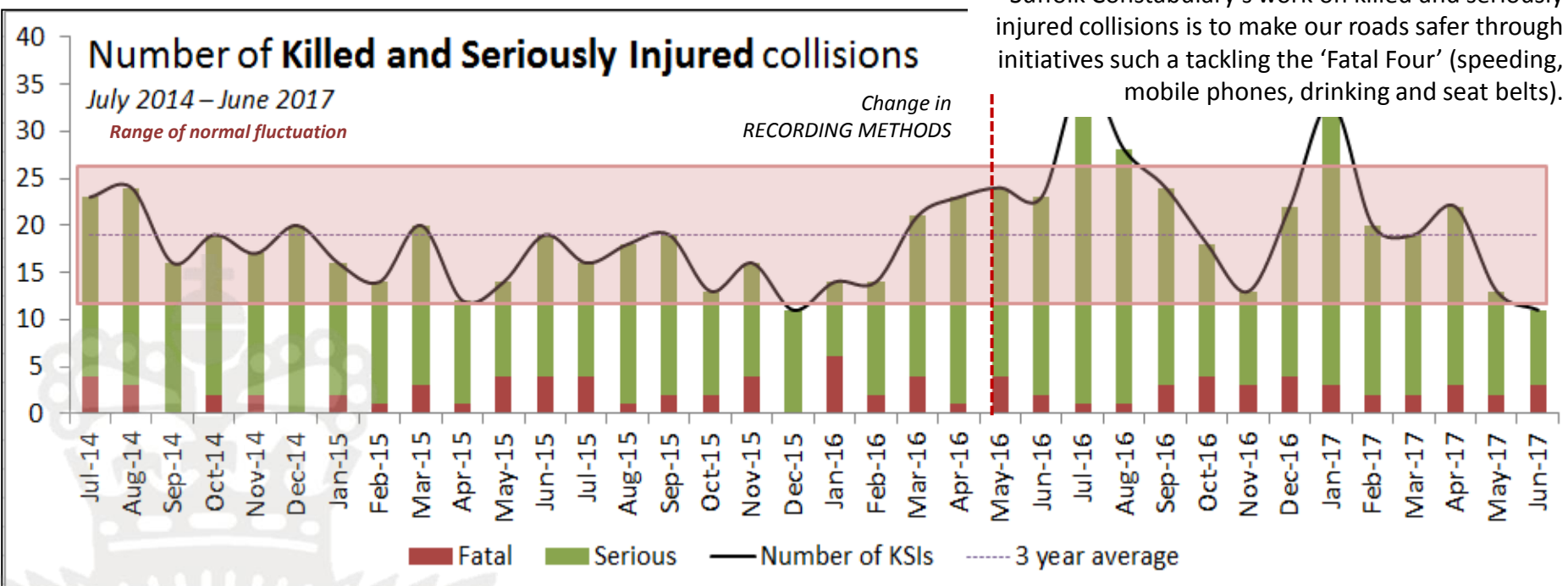
Work to counter the ongoing threat of 'County Lines' continues to be a priority focus for the constabulary. 'County Lines' is a term used to describe commercial drug dealing businesses, which operate in a number of towns and cities throughout the country, including in Suffolk. These groups, which typically involve organised criminals from outside Suffolk, target vulnerable young people and children as drug couriers and customers. This activity has been linked to child sexual abuse and exploitation. In response, the constabulary leads a multi-agency "Gangs and Groups" meeting which is looking at the short, medium and long term strategies that will permanently reduce this threat. To this end, the University of Suffolk has prepared a research report to guide these strategies.

Last 12 Months in Detail (difference to 3 year average in brackets)	
Number of crimes	316 (Not yet available)
% of crimes where an investigation was not possible	5% (Not yet available)
% crimes where victim supports police investigation	86% (Not yet available)
% crimes solved by police	9% (Not yet available)
% of cases convicted in court	Not yet available
% victims satisfied overall	Not yet available

The constabulary is also leading on the development of a multi-agency two year strategy for tackling Child Sexual Exploitation, which is being co-ordinated through the Local Safeguarding Children's Board. Of particular note is a preventative campaign that is currently targeting hotels and their staff for awareness and intervention in examples of child sexual exploitation.

PERFORMANCE REPORT: Killed and Seriously Injured collisions

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



Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of KSI collisions recorded	261 (+18%)
% fatalities	12.0% (<1.1 ppt)
Number of FPNs issued for mobile phone use	1,967 (+17%)
Number of FPNs issued for seatbelts	1,005 (+5%)

FPN – Fixed Penalty Notice

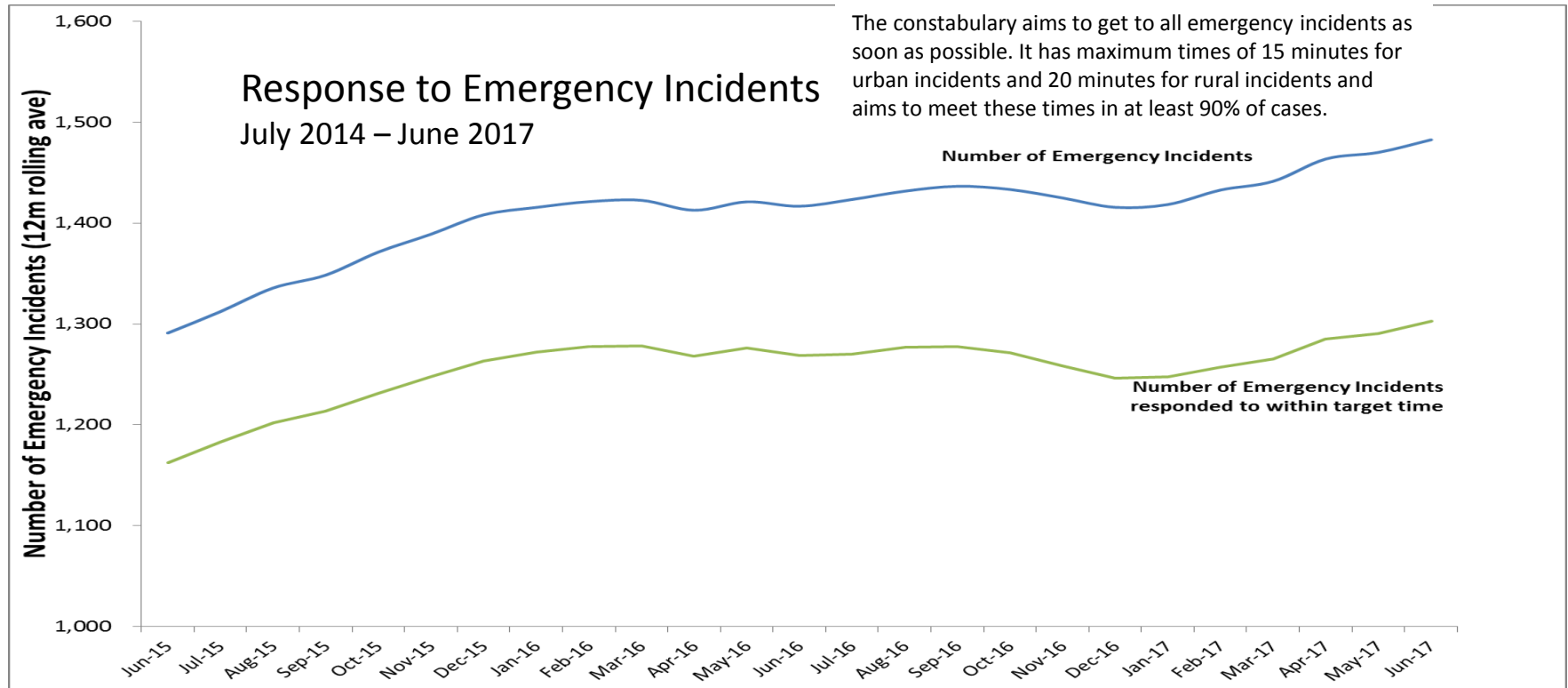
Analysis:

Despite some noticeable spikes in the number of killed and serious injured collisions in July 2016 and January 2017, levels have dropped over recent months to within the 'normal' range. Even though this indicator remains a statistical exception, we expect this to return to normal levels in the near future. The proportion of these collisions which result in a fatality has remained stable throughout the last year, at around 12%. The constabulary continues to take a proactive approach to enforcement of the 'fatal four' as indicated in the figures on the right.

Operational Commentary:

The constabulary continues to target at risk drivers through proactive enforcement campaigns including seatbelts during March, drink & drug driving during June and speeding in April and June. The organisation has also introduced a new system for using dashcam footage submitted by the public which has enabled further targeting of at risk drivers.

PERFORMANCE REPORT: Emergency Response



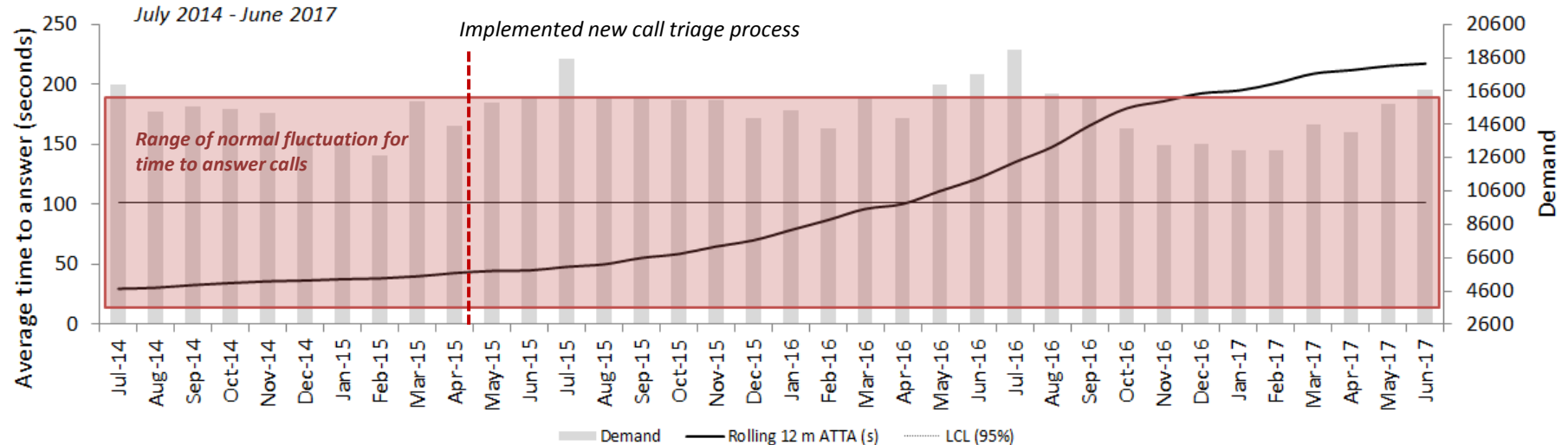
Analysis:

The force received an average of 15% more emergency calls for service each month in the 12 months to the end of June 2017, compared to the 12 months to the end of June 2015. That rise equates to more than six additional emergencies per day. While the percentage of those arrived at within the constabulary's target times has fallen from 90% to 87.9%, the force now attends an average of 133 more emergencies within target time each month, than it did when the overall rate was above 90%. This has been delivered in the context of extensive change to the local policing model. In April 2016, a new structure of response hubs was introduced. There are now nine bases which have their own geographical jurisdictions for emergency response. There is considerable variation in demand between hubs – Ipswich West & Hadleigh has almost six times the demand of Halesworth, yet the latter is a significantly larger geographic area. The result is that in lower demand areas, a small number of 'missed' targets can have a large effect on performance. The force continues to prioritise all aspects of emergency response including reviewing resource allocation on a daily basis to meet demand.

PERFORMANCE REPORT: Confidence: 101 Call Handling

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

July 2014 - June 2017



Performance at a glance

Level of demand	Increased during the summer, as is normal but not reached 2016 levels.
Average Time to Answer	Rate of increase is starting to plateau but still increasing.

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of 101 calls	179,983 (-3.8%)
Average Time To Answer	3 minutes 38 seconds
Average 101 calls per day	493
Average call duration	6 minutes 9 seconds

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

Analysis:

The average time to answer 101 calls is currently 218 seconds and should be seen in the context that this is a non-emergency number. There will be some people who have had to wait longer periods and it is those at the extreme end that we seek to improve upon and address. In the context of traditional rising demand during the summer, the rate of increase has slowed. This is reflective of the efforts of the contact and control room (CCR) to match staffing levels to demand. The CCR continues to prioritise emergency calls for service on the 999 line for which the current target of 90% of calls answered within 10 seconds has been surpassed in spite of 24% increase in the number of 999 calls. The constabulary continues to promote use of the non-emergency number and other channels for issues that are inappropriate for 999.

Recently the CCR have increasingly reported that they have helped by taking redirected 999 calls for the Metropolitan police due to their high volume where they have been unable to answer 999 calls within 5 minutes.

Operational Commentary:

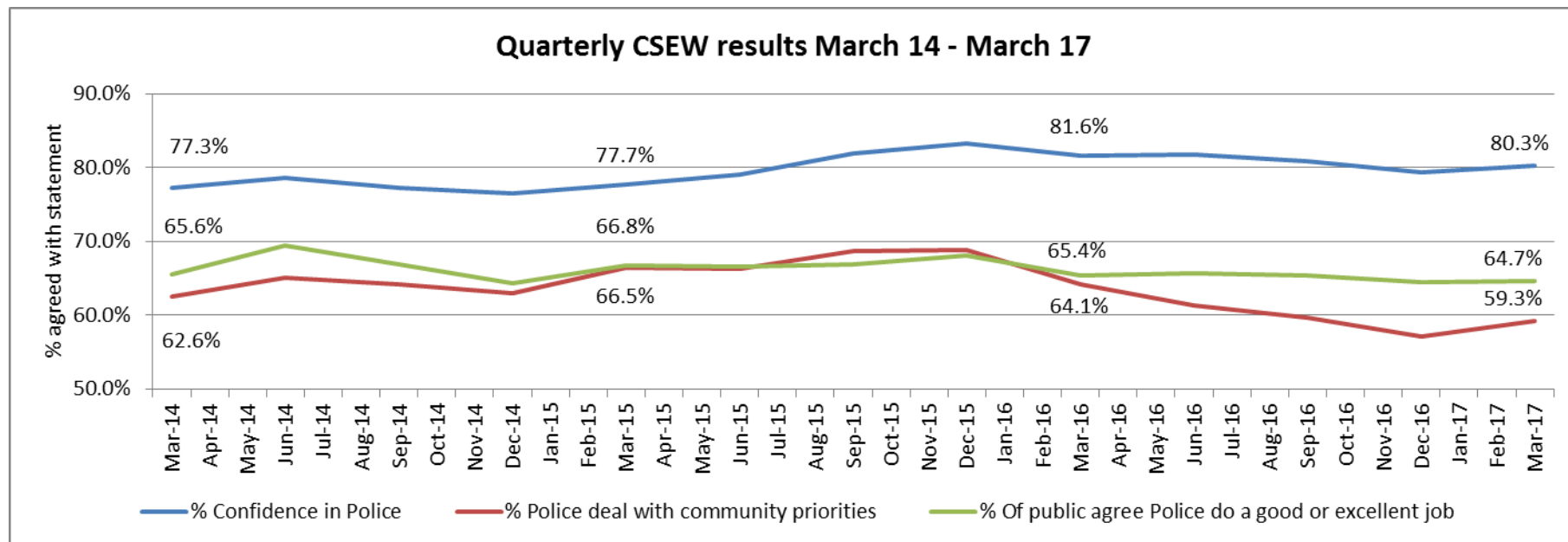
All police forces are indicating substantial rises in call demand. The constabulary is attempting to meet this challenge by reorganising its staffing profile, strengthening the CCR through recruitment and implementing new technologies to improve service and efficiency.

The CCR has recruited 27 new staff since October 2016. The retention rate of CCR staff is good, but several members of staff recently transferred to the role of Police Constable. Currently the CCR is 8.5 full time equivalents below its 'established strength' (the number of full time equivalent staff that are budgeted for), however offers have been made to 9 candidates to start in October 2017 and the CCR continues to actively fill vacancies as they arise to maintain the effective establishment.

To seek to manage the demand of 999 and 101 non-urgent telephony demand, the CCR is currently operating at the peak summer staffing demand model as identified by JPAD. However, the prioritisation of resources to deal with the increase in 999 call demand does impact on resources able to deal with non-urgent 101 call at times of high demand. The average time to answer times for 101 calls is being actively monitored to manage overall demand.

In terms of understanding the increase in 999 call demand, there is no clear reason for this increase and initial indications are that it is not failure demand (customers frustrated with non-urgent wait times). Analysis to understand this increase has been commissioned. Initial enquires indicate that other forces are also experiencing a similar increase in emergency demand and the Suffolk CCR, along with other forces, is experiencing "overspill" 999 demand from other larger forces.

PERFORMANCE REPORT: Dealing with community priorities



Performance at a glance

Service provision	Overall confidence has increased, police doing a good / excellent job remains stable, police dealing with community priorities has dipped to a lower level since 2015
Most Similar Group comparison	Improvement in police dealing with communities priorities, no change for other confidence measures

Quarterly performance

(previous quarter in brackets)

Confidence level in police dealing with community priorities	59.3% (57.2%)
MSG rank for police dealing with community priorities	6 th (8 th)

Suffolk Constabulary's work on confidence is to ensure communities have the trust and confidence to report, and that they feel valued and are properly resourced.

Confidence: Dealing with Community Priorities

Analysis:

The results from the Crime Survey for England and Wales for the year ending March 2017 were released in July.

The only measure showing an exception is the police dealing with community priorities which has been falling slowly quarter on quarter since December 2015. This currently stands at 59.3% which is an improvement of the previous quarter's low point of 57.2% recorded in December 2016. The results do not provide reasons why those answered the survey in that way. Currently Suffolk is placed 6th in the Most Similar Group (MSG).

In isolation, this picture would not appear to be positive however analysis of overall confidence in Suffolk Constabulary is currently at 80.3%, which is much higher and stable when comparing against previous periods. The MSG comparison shows Suffolk placed at 5th of 8 which has been relatively consistent over time.

Operational Commentary:

The constabulary recently launched a new Engagement Strategy which sets out how we intend to effectively engage with members of the public, including the vulnerable and victims of crime, community groups, police and crime strategic partners and other relevant stakeholders, including those that do not fit into any of the previous categories, in achieving the policing priorities for Suffolk. Safer Neighbourhood Team Newsletters have been redesigned based on community feedback and these are currently being circulated.

The constabulary's approach to community policing is being revised in the context of rises in emergency response and hidden crime demand. The Suffolk 2025 team is exploring options to enhance community engagement and the constabulary's academic partners will launch a public survey in September which will be used to contribute to future revisions of force strategy. Community engagement and public confidence remain a core part of the constabulary's mission and it is reassuring that overall confidence has been maintained at a high level during challenging times.