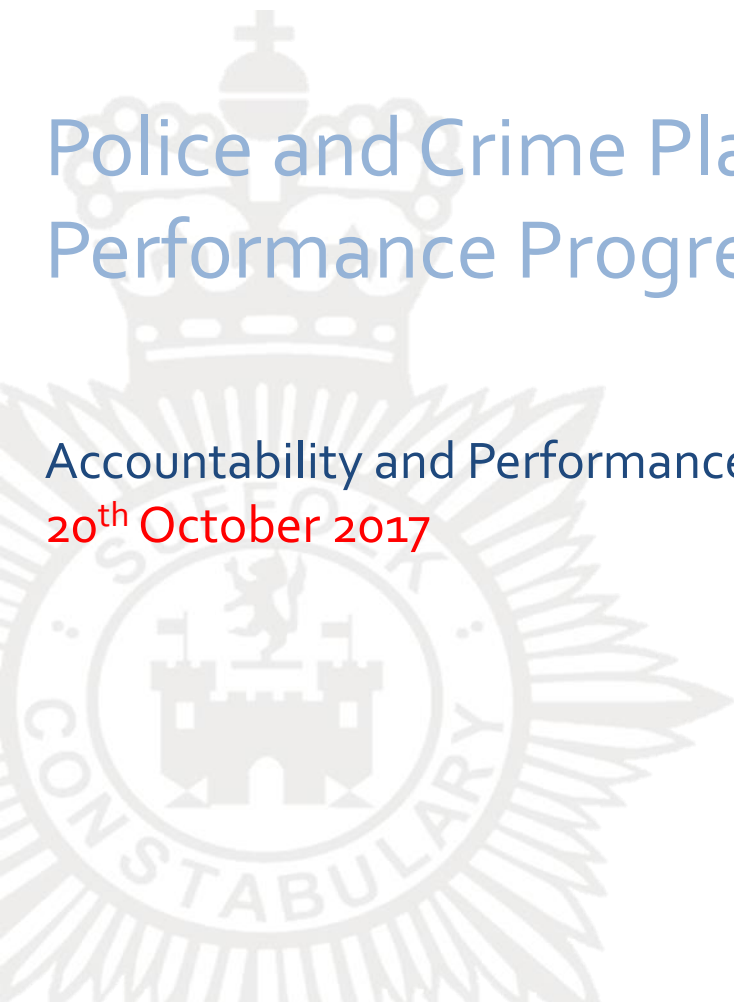

Police and Crime Plan Performance Progress Report

Accountability and Performance Panel

20th October 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 - 7)
- Workforce (slide 8)
- Domestic Abuse (slides 9 and 10)
- Serious Sexual Offences (slides 11 and 12)
- Child Sexual Abuse (slide 13)
- Emergency Response (slide 14)
- Call Handling (slides 15, 16 and 17)

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 Sept 2017

Objective	Measure		Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)
Domestic Abuse	Number of crimes	Pages 9-10	6,039	4,403	37%	Yes
	Solved number		1,229	1,420	-13%	No
	Solved rate		20.4%	32.3%	-11.9%	Yes
	% Cases where investigation not possible (DA)		2.1%	1.8%	0.4%	No
	% Cases where victim does not support (DA)		41.5%	27.8%	13.7%	Yes
	% Cases at court which are convicted (DA)					
	% 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)						
Domestic Abuse survey processes are currently being scoped in both constabularies. An options paper will be presented to chief officers in October 2017 with a view to commissioning surveys from the beginning of the 2018/19 financial year.						
Serious Sexual Offences	Number of crimes	Pages 11-12	1,511	1,124	34%	Yes
	Solved number		142	146	-3%	No
	Solved rate		9.4%	13.0%	-3.6%	Yes
	% Cases where investigation not possible (SSO)		3.7%	3.7%	-0.1%	No
	% Cases where victim does not support (SSO)		22.6%	24.2%	-1.5%	No
	% Cases at court which are convicted (SSO)					
	% 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)						
Sexual Offence surveys are being developed in conjunction with domestic abuse surveys						
Child Sexual Abuse	Number of crimes	Page 13	571			
	Solved number		50			
	Solved rate		8.8%			
	% Cases where investigation not possible (CSA)		3.9%			
	% Cases where victim does not support (CSA)		13.6%			
	% Cases at court which are convicted (CSA)					
NEW CRIME CLASSIFICATION Comparisons not available until 2018						

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 <small>Pages 15-17</small>	91.5%	90.4%	1.2%	Yes
	% emergencies responded to within target	89.2%	90.7%	-1.5%	No
	Number of emergencies responded to within target <small>Page 14</small>	17,690	16,351	1,339	Yes
	% emergencies responded to within target - East SPC	83.6%	85.8%	-1.8%	No
	Number of emergencies responded to within target - East SPC	3,060	2,946	114	No
	% emergencies responded to within target - South SPC	91.6%	92.3%	-0.7%	No
	Number of emergencies responded to within target - South SPC	8,315	7,343	972	Yes
	% emergencies responded to within target - West SPC	89.0%	91.1%	-2.1%	No
	Number of emergencies responded to within target - West SPC	6,314	6,061	253	No
	Number of KSI collisions	242	230	5%	No
	Number of FPNs issued for seatbelts	609	Most recent data up to March 2017		
	Number of FPNs issued for mobile phone use	1,292	Most recent data up to March 2017		
Confidence	% of public who agree police are doing a good job	65.1%	66.3%	-1.2%	No
	% of public who agree police deal with community priorities	59.4%	64.2%	-4.8%	Yes
	% of public who agree police would treat them fairly	70.8%	71.7%	-0.9%	No
	% of public who have confidence in the police overall	80.6%	79.8%	0.8%	No
	Average time taken to answer 101s (seconds) <small>Pages 15-17</small>	218	84	160.5%	Yes

PERFORMANCE REPORT: Summary

Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)
Hate Crime	Number of crimes	946			Surveys commenced in July 2017 and will be reported on in future iterations of this report
	Solved number	167			
	Solved rate	17.7%			
	% Cases where investigation not possible (Hate Crime)	3.4%			
	% Cases where victim does not support (Hate Crime)	23.6%			
	% 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)					
Rural Crime	Number of crimes				Indicators under development
	Solved number				
	Solved rate				
	% Cases where investigation not possible (Rural Crime)				
	% Cases where victim does not support (Rural Crime)				
	% 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)					

PERFORMANCE REPORT: Summary

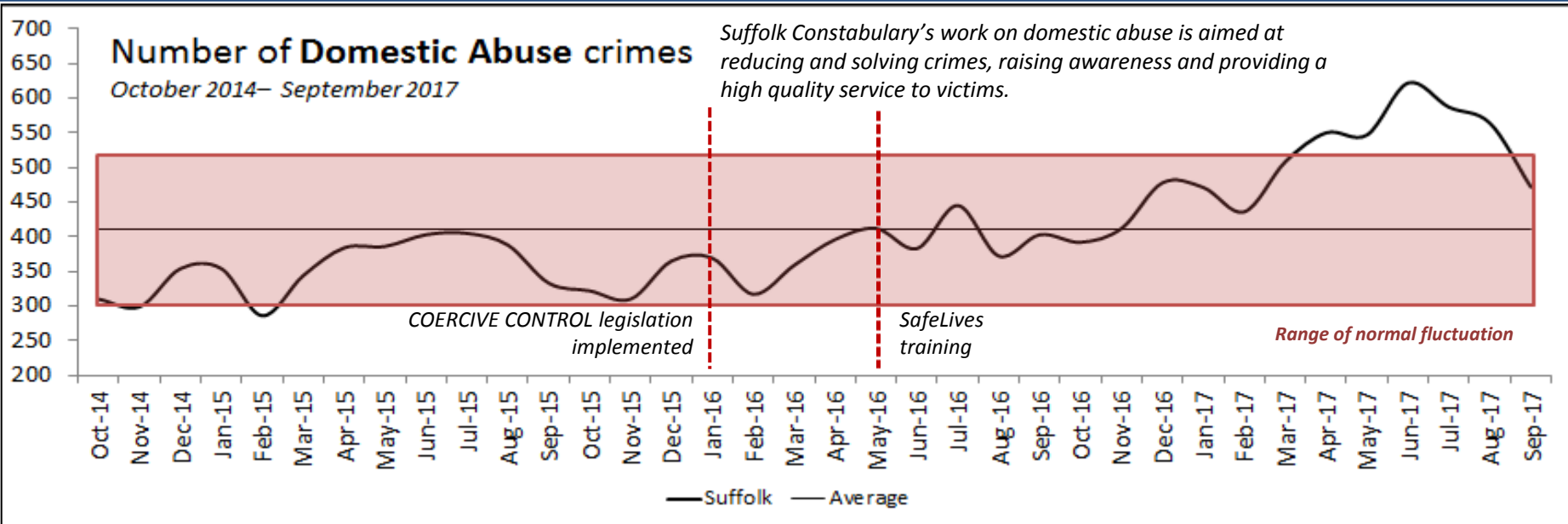
Objective	Measure	Last 12 months	3 year average	Difference	Statistical Exception (rolling 12 months)
Business Crime	Number of crimes	6,886			
	Solved number	2,169			
	Solved rate	31.5%			
	% Cases where investigation not possible (Business Crime)	0.7%			
	% Cases where victim does not support (Business Crime)	3.0%			
	% Cases at court which are convicted (Business Crime)				
	% victims satisfied with overall service (Business Crime)				Surveys commenced in July 2017 and will be reported on in future iterations of this report
	% 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)				
Online Crime	Number of crimes	1,354			
	Solved number	145			
	Solved rate	10.7%			
	% Cases where investigation not possible (Online Crime)	1.3%			
	% Cases where victim does not support (Online Crime)	26.8%			
	% Cases at court which are convicted (Online Crime)				
	% victims satisfied with overall service (Online Crime)				Surveys commenced in July 2017 and will be reported on in future iterations of this report
	% 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)				

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)	1081	107	902	The strength of Police Officers stands at 2.69% below establishment as at 31/08/2017. PCSO strength stands at 17.76% below establishment as at 31/08/2017. The current police staff strength stands at 11.65% below establishment as at 31/08/2017.
Total posts (actual)	1052	88	797	
% working hours lost to sickness (force target 3.4%)	3.71%	3.41%		Sickness absence for Suffolk Police Officers decreased in comparison with the corresponding point in the previous financial year from 4.08% to 3.71%. Sickness absence for Suffolk Police Staff decreased in comparison with the corresponding point in the previous financial year from 3.92% to 3.41%.
Number on recuperative duties (as at 31 August 2017)*	89	2	28	There were 13 fewer police officers on recuperative duties as at 31/08/2017 than during July 2017. For police staff and PCSOs there were 17 fewer on recuperative duties as at 31/08/2017 than during July 2017.
Number on adjusted duties (as at 31 August 2017)*	38	1	6	There was 1 less police officer on adjusted duties as at 31/08/2017 than during July 2017. For police staff and PCSOs, there was one more on Adjusted Duties as at 31/08/2017 than during July 2017.

*Additional measures of recuperative and adjusted duties (by percentage, and for PCSOs) will be available in future versions of this report

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 5 crimes are solved
Level of victim support for police investigations	Almost 6 in 10 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	6,039 (+37%)
% of crimes where an investigation was not possible	2% (No difference)
% crimes where victim supports police investigation	58.5% (-14 ppt)
% crimes solved by police	20% (- 12 ppt)
% of cases convicted in court	Not yet available
% victims satisfied overall (whole experience)	Not yet available

Analysis:

Domestic Abuse

Whilst Domestic Abuse (DA) has been displaying an upward trend since Autumn 2016, the number of offences has actually fallen in July and August 2017. This trend would have to continue for some time in order for Domestic Abuse to come out of statistical exception. It is worth noting that the current 12-month rolling average for recorded crime is 37% higher than the 3 year average.

The rate of solved crimes has declined as a result of the upward pressure of the additional crimes recorded. Since the last report, the percentage of victims supporting police investigation remains stable at 58.5% although significantly down from the 3 year average of 72%.

There has been little change to the risk profile of DA recently. Risk assessment completion rates have reduced but resulted from the policy that DASH forms no longer need completing for non-intimate partners.

Operational Commentary:

There has been recent delivery of the DA Matters training for middle/ senior managers aimed at sustaining the change brought about by the initial delivery. This was hugely positive and has enabled managers a greater understanding of the cultural difficulties regarding the handling of DA incidents. There will be a re-launch of the DA Champions network as a result of the workshops that were delivered during the training.

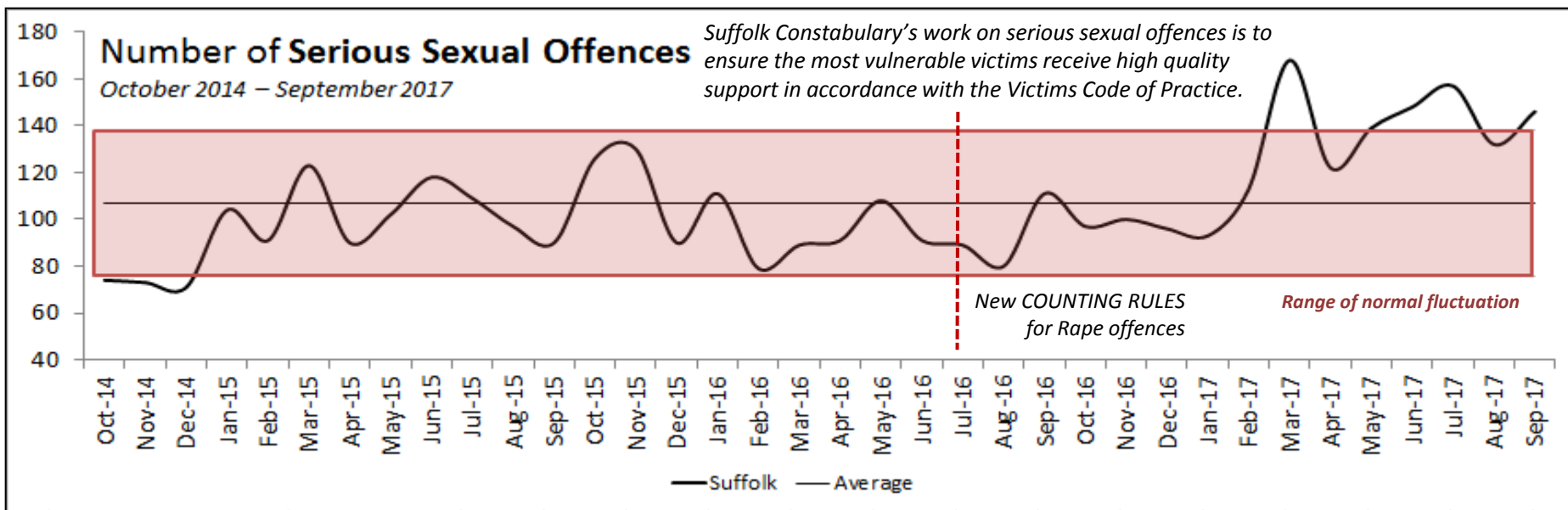
The 'One Front Door' pilot in the Multi Agency Safeguarding Hub (MASH) is live and partners are engaged, the pilot will be subject to early evaluation. Resources have now been established to conduct a pilot of the Victim Satisfaction Surveying and this is now live.

The establishment of the multi agency Violence Against Women and Girls (VAWG) Board has occurred and the group has met three times. This has enabled further strategic co-ordination of the system response to DA and as a result there was a late withdrawal of the draft Local Authority strategy for DA. There is ongoing work regarding the scoping of a DA multi agency hub.

There is now an established DA Scrutiny Panel that has representatives from partner agencies and the voluntary sector. The Terms of Reference has been agreed and even after the first meeting there has been learning for incorporation into policy.

A Domestic Abuse Delivery Board has been established continues to co-ordinate the Constabulary response to DA. There are several work streams progressing under the 4 P's strategy that is now established (Pursue, Prevent, Protect, Prepare) including Media campaigns and development.

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	1,511 (+34%)
% of crimes where an investigation was not possible	4% (No difference)
% crimes where victim supports police investigation	77% (No difference)
% crimes solved by police	9.4% (-3.6 ppt)
% of cases convicted in court	Not yet available
% victims satisfied overall	Not yet available

Serious Sexual Offences

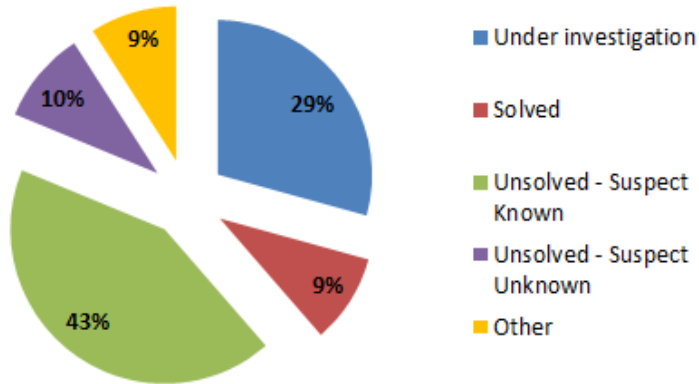
Analysis:

The number of serious sexual offences reported to the Constabulary remains at an elevated level compared to offending levels up to January 2017. The rolling 12 month average compared to the 3 year rolling average shows a 34% increase.

The solved rate for the last 12 months currently stands at 9.4% which is 3.6% below the rolling 3 year average. Since the last report, the percentage of victims supporting police investigation remains stable at 77%. The upward pressure in terms of reporting has caused the downward pressure on solved rate, as the actual number of offences being solved in the last 12 months has actually increased compared to the 3 year average.

The graph aside provides further context around SSO by grouping outcomes 'since the introduction of Athena in October 2015'. Whilst the solved rate is 9%, it is worth noting that a further 29% are still under investigation. These have the potential of being solved (sexual offences take longer to investigate than most other crime types). Suspects are not known in 10% of completed investigations.

Outcome grouped for Serious Sexual Offences since October 2015



Operational Commentary:

The Sexual Offences Delivery Board continues to deliver on the newly devised SSO Strategy which is organised under the 4 P's (Pursue, Prevent, Protect, Prepare). The Rape Scrutiny Panel continues to provide analysis of police investigations and decision making with partners and charitable organisation making a direct contribution to learning and strategy. The success of this panel has been recognised and replicated in other areas of police business and force areas.

The new operating model for Protecting Vulnerable People Directorate (PVP) Investigations has settled well and has provided an enhanced coverage in terms of hours and days worked. Feedback received from strategic partners and managers/ staff would suggest that this has been a successful transition that provides a much better operational response.

Of note to performance in this and many other business areas is the recently released HM Inspectorate of Probation report in relation to the Quality & Impact of the Effectiveness of probation work in Suffolk. It should be noted that the inspection found that this key part of the 'system' is currently underperforming which could reasonably be considered to having an impact across the board.

A review of the commissioned services has been recently completed by the local authority and the findings reported to the Health and Wellbeing Board / Violence Against Women and Girls who will co-ordinate the systems response to the recommendations.

PERFORMANCE REPORT: Child Sexual Abuse

Analysis:

The Constabulary amended the way it counts child sexual abuse (CSA) 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 in 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:

There remains significant fluctuation in the monthly recording of Child Sexual Abuse while the Constabulary embeds the new method of recording for this type of crime. Training and communications are being developed in this regard.

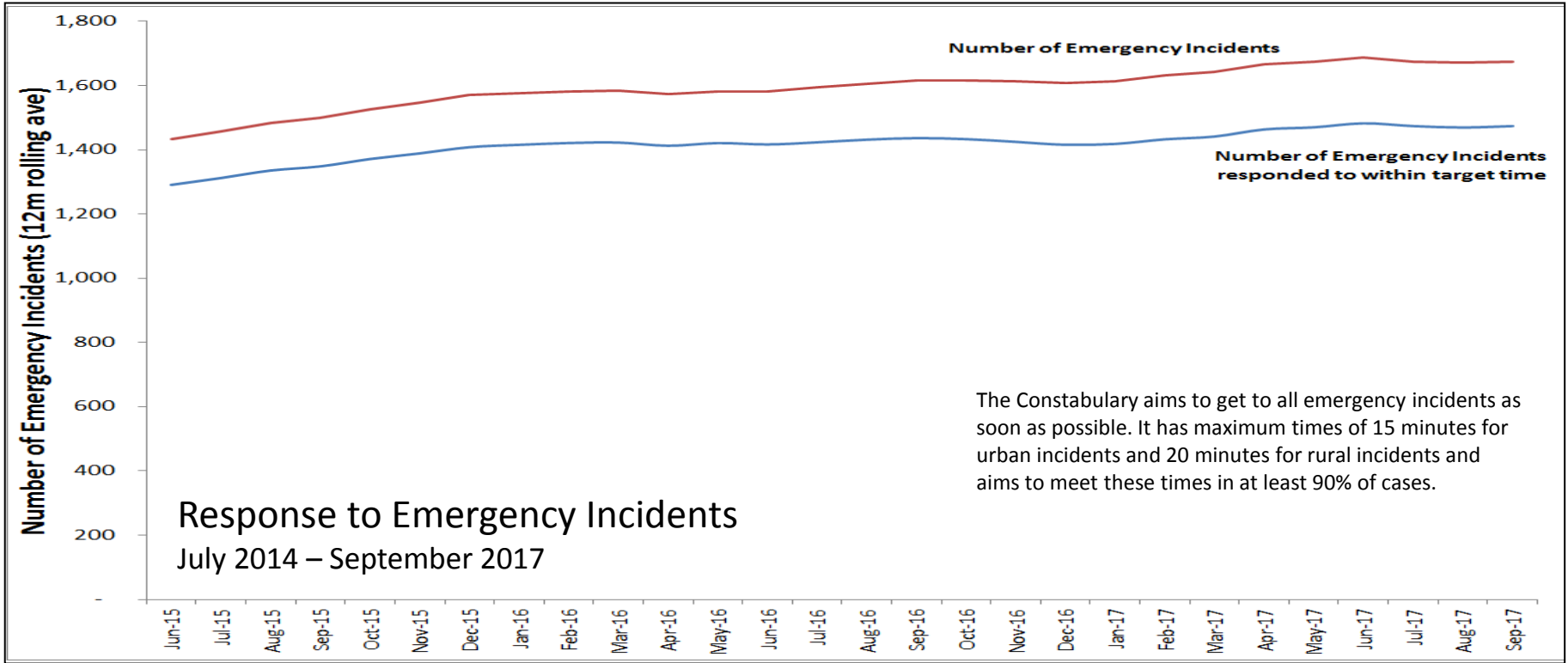
Work to counter the ongoing threat of 'County Lines' drug dealing groups continues to be progressed. The Constabulary now chairs a multi-agency "Gangs and Groups" meeting which is looking at both the short, medium and long term strategies that will permanently reduce this threat and respond to the assessment recently released by the University of Suffolk.

Last 12 Months in Detail (difference to 3 year average in brackets)	
Number of crimes	571 (Not yet available)
% of crimes where an investigation was not possible	4% (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 CSE, which is being coordinated through the relevant local children's safeguarding board working group. Of particular note is a preventative campaign that is currently targeting hotels and their staff for awareness and intervention in examples of CSE.

Recent OFSTED inspection of Children and Young People's Services and the MASH resulted in a positive initial assessment in keeping with previous published results.

PERFORMANCE REPORT: Emergency Response



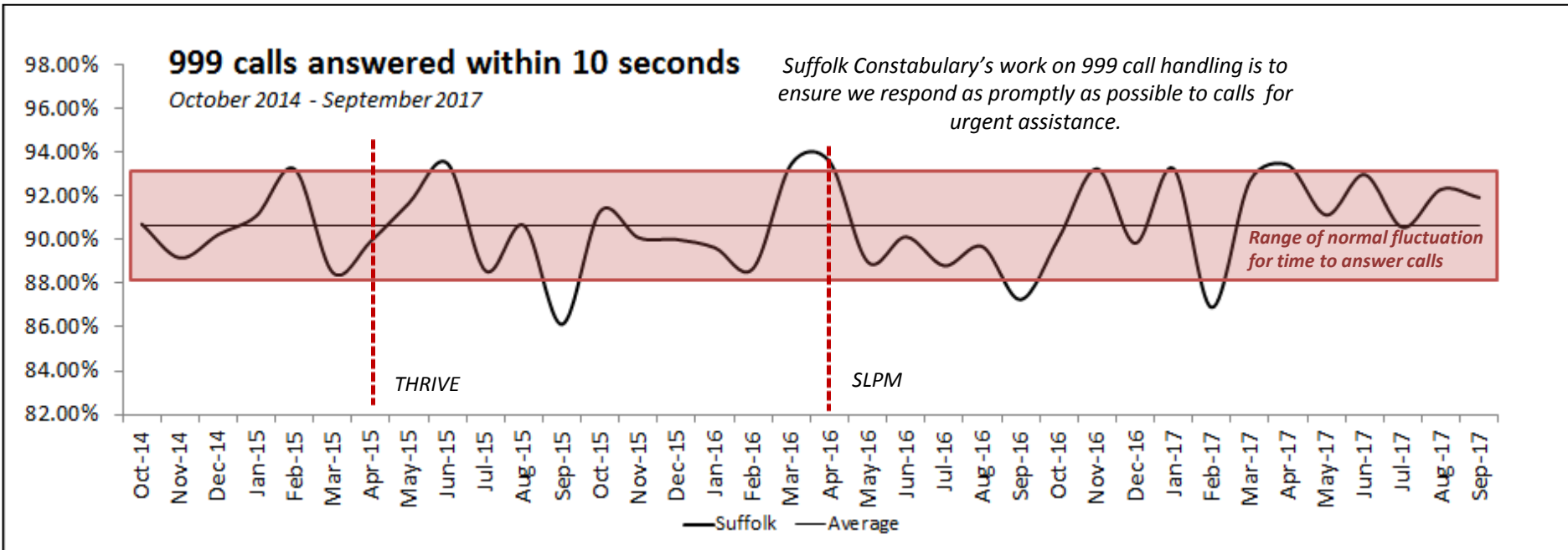
Analysis:

The force received an average of 16.7% more emergency calls for service each month in the 12 months to the end of September 2017, compared to the 12 months to the end of June 2015. That rise equates to eight additional emergencies per day.

While the percentage of those arrived at within the Constabulary's target times has fallen from 90.7% to 89.2%, the force now attends an average of 183 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.

The increase in the county's number of emergencies responded to within target have largely occurred within the largest policing command unit, covering Ipswich, Felixstowe, Woodbridge and Hadleigh.

PERFORMANCE REPORT: 999 call handling



Performance at a glance

Level of demand	10.4% higher than the previous year
Proportion of all calls that are 999	Almost 1 in 3 calls are emergency calls
Service level	Consistent with previous year and three year average

Analysis and Comment:

The Contact and Control Room (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.

This has been surpassed in spite of significant increase in the number of 999 calls.

Last 12 Months in Detail

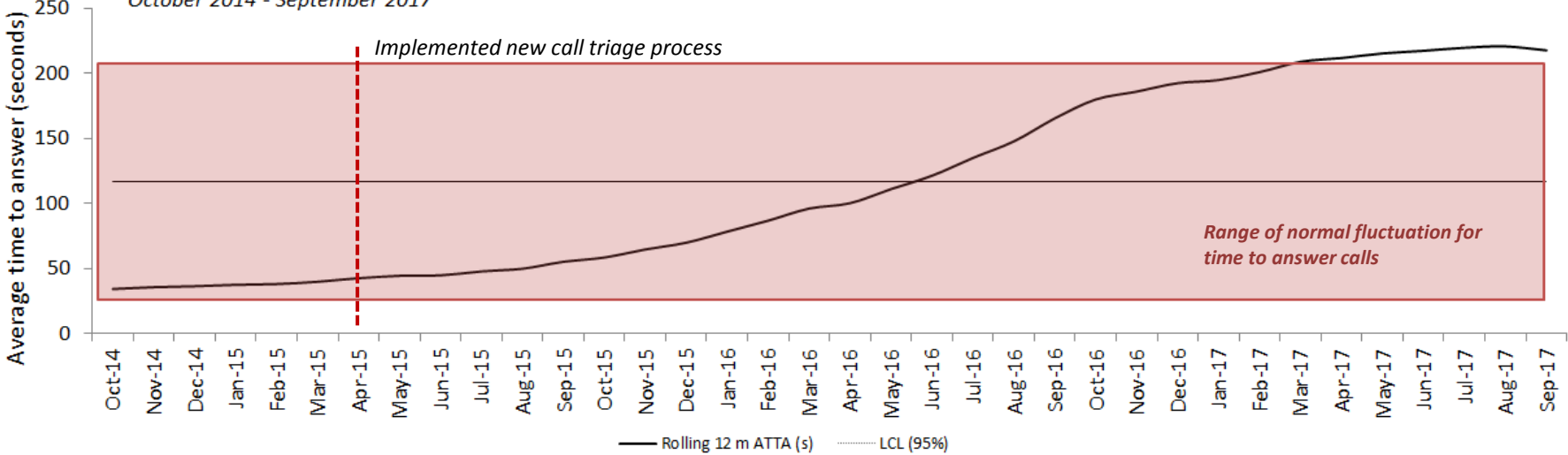
(difference to 3 year average in brackets)

Number of 999 calls	98,384 (+11.2%)
% answered within 10 seconds	91.5% (+1.2%)
% of all calls that are 999	35.79% (+3.5%)
Average calls per day	289

PERFORMANCE REPORT: Confidence: 101 Call Handling

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

October 2014 - September 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 has stabilised.

Last 12 Months in Detail (difference to 3 year average in brackets)

Number of 101 calls	176,366 (-4.7%)
Average Time To Answer	3 minutes 38 seconds
Average 101 calls per day	483
Average call duration	6 minutes 18 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 (non-emergency number) calls is currently 218 seconds. The rate of increase has stabilised despite the contact and control room (CCR) experiencing peak demand in the summer.

Average times to answer non-urgent calls in Summer 2017 have improved compared to the same period in Summer 2016. This is reflective of the efforts of the 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. This has been surpassed in spite of significant 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.

Operational Commentary:

A rolling recruitment programme is underway with nine new CCR staff starting their training in Oct 2017 which will bring CCR up to its 'established strength' (the number of full time equivalent staff that are budgeted for).

Work continues in partnership with suppliers to prepare for the implementation of a new state of the art digital telephony system, which promises a range of benefits including the ability to better manage demand, and identify and prioritise calls. A project plan has been requested in order to finalise a new implementation date. Recently installed software patches/upgrades to address key issues are currently being tested by the CCR. Two key issues have been resolved. Further upgrades to address other key issues are expected in November 2017. A senior member of the supplier is visiting the Project Team on 18th October 2017. The discussion will include the delivery of '999+V' (the reserving of 999 Agents).

The quality of incident recording in the CCR has recently been praised by the Constabulary's own internal auditors. The CCR is currently reviewing its own quality assurance processes and looking to involve members of the public, to ensure they continue to deliver a quality service.

All CCR staff continue to receive ongoing training on various subjects to best support our most vulnerable callers, in areas such as suicide prevention and mental health.