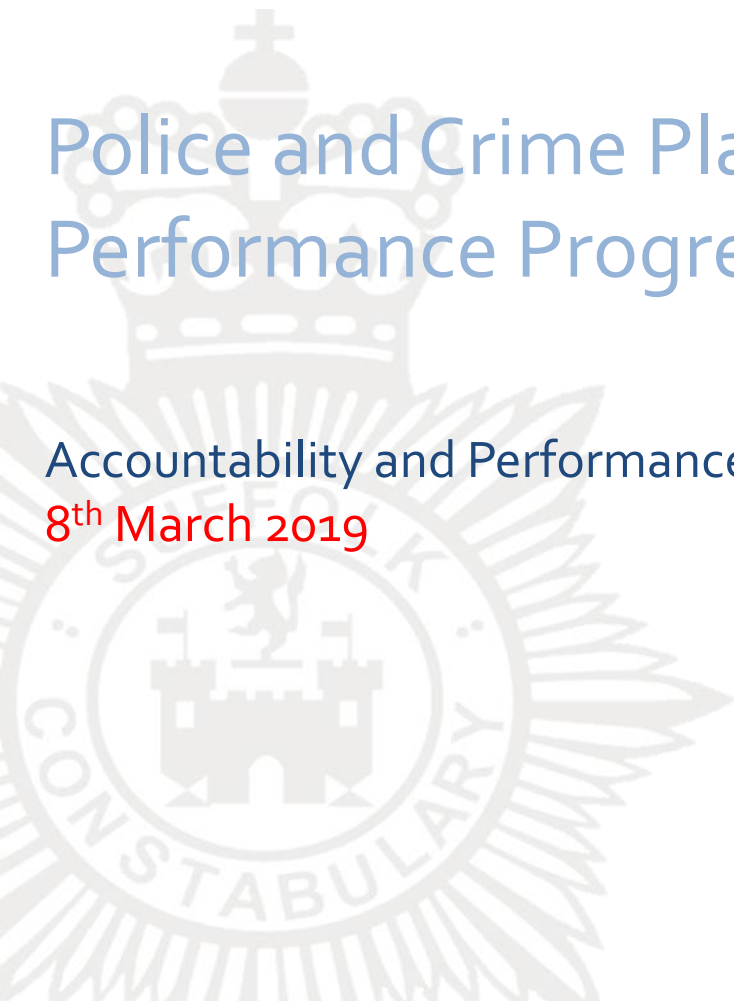

Police and Crime Plan Performance Progress Report

Accountability and Performance Panel

8th March 2019



PERFORMANCE REPORT: Introduction

The Suffolk Police & Crime Plan 2017-2021 sets out four objectives:

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 & anti-social behaviour

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

Within these objectives, the Police & Crime Commissioner (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, emergency and non-emergency calls, emergency response times, road safety and workforce characteristics are also monitored.

Other than answering emergency calls and emergency response times, there are no numerical 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 makes use of 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 greater 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)
- Call Handling (slides 13 and 14)
- Traffic Offence Reports (slide 15)

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

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

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

**** These measures are still under development*

PERFORMANCE REPORT: Summary

Data is correct as at 11/01/2019

Data up to 31/12/2018

Objective	Measure	Data up to 31/12/2018		
		Last 12 months	Three Year Average	Difference
Domestic Abuse Crimes	Number of Crimes	7,508	5,728	31.1%
	Solved Number	1,226	1,286	-4.7%
	- Percentage Solved	16.3%	23.4%	-7.0%
	Percentage of Cases where investigation not possible	0.9%	0.5%	0.3%
	Percentage of Cases where victim does not support	56.0%	43.6%	12.3%
	Percentage of victims satisfied with overall service			
	Percentage of victims satisfied with accessibility	<i>DA victim satisfaction reporting anticipated in Autumn 2019</i>		
	Percentage of victims satisfied with actions taken			
	Percentage of victims satisfied with treatment			
Percentage of victims satisfied with updates				
Serious Sexual Offences	Number of Crimes	1,822	1,438	26.7%
	Solved Number	103	142	-27.7%
	- Percentage solved	5.7%	10.3%	-4.7%
	Percentage of Cases where investigation not possible	2.4%	3.2%	-0.7%
	Percentage of Cases where victim does not support	37.2%	30.4%	6.7%
	Percentage of victims satisfied with overall service			
	Percentage of victims satisfied with accessibility	<i>SSO victim satisfaction reporting anticipated in Autumn 2019</i>		
	Percentage of victims satisfied with actions taken			
	Percentage of victims satisfied with treatment			
Percentage of victims satisfied with updates				
Child Sexual Abuse	Number of Child Sexual Abuse Crimes (by Keyword - Athena data only)	1,045	<i>Three year average reporting for CSA anticipated in Spring 2020</i>	
	Solved Number	103		
	- Percentage solved	9.9%		
	Percentage of Cases where investigation not possible	1.8%		
	Percentage of Cases where victim does not support	26.0%		

PERFORMANCE REPORT: Summary

Data is correct as at 11/01/2019

Data up to 31/12/2018

<u>Objective</u>	<u>Measure</u>	Data up to 31/12/2018		
		Last 12 months	Three Year Average	Difference
Public Safety	% Percentage Emergency Response in Target	90.3%	89.7%	0.6%
	Number of Emergency Response in Target	18,046	17,568	2.7%
	% Percentage Emergency Response in Target - East	85.7%	84.7%	1.0%
	Number of Emergency Response in Target - East	3,161	3,126	1.1%
	% Percentage Emergency Response in Target - South	92.3%	91.8%	0.5%
	Number of Emergency Response in Target - South	8,342	8,059	3.5%
	% Percentage Emergency Response in Target - West	90.4%	89.7%	0.7%
	Number of Emergency Response in Target - West	6,543	6,382	2.5%
	% 999 calls answered within 10 seconds	94.7%	<i>December 2018 only</i>	
	Number of KSI Collisions	257	253	1.5%
	Number of TORs issued for seatbelts	838	927	-9.6%
Number of TORs issued for mobile phone use	956	1,462	-34.6%	
Confidence <i>12-month period to 30/09/2018</i>	% of public who agree police are doing a good job	59.0%	63.8%	-4.8%
	% of public who agree police deal with community priorities	55.6%	60.7%	-5.1%
	% of public who agree police would treat them fairly	68.7%	70.6%	-2.0%
	% of public who have confidence in the police overall	76.0%	79.5%	-3.5%
Non-Emergency Call Handling	Average Time to Answer (Seconds) - Emergency Redirect			
	Average Time to Answer (Seconds) - Urgent Redirect			
	Average Time to Answer (Seconds) - Domestic			
	Average Time to Answer (Seconds) - Mental Health			
	Average Time to Answer (Seconds) - Public Safety			
	Average Time to Answer (Seconds) - Crime			
	Average Time to Answer (Seconds) - ASB			
	Average Time to Answer (Seconds) - Road			
	Average Time to Answer (Seconds) - Advice and Admin			

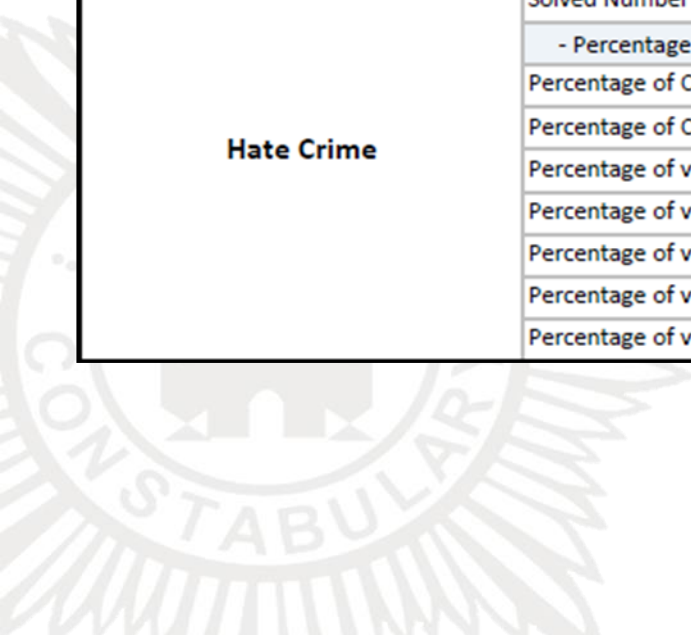
Non-emergency call handling data is currently unavailable as work is still ongoing to verify its reliability

PERFORMANCE REPORT: Summary

Data is correct as at 11/01/2019

Data up to 31/12/2018

Objective	Measure	Last 12 months	Three Year Average	Difference	
Online Crime	Number of Online Crimes <i>(by Keyword - Athena data only)</i>	1,276			
	Solved Number	122			
	- Percentage solved	9.6%			
	Percentage of Cases where investigation not possible	0.2%	<i>Three year average reporting for online crime anticipated in Spring 2020</i>		
	Percentage of Cases where victim does not support	24.9%			
	Percentage of victims satisfied with overall service	82.3%			
	Percentage of victims satisfied with first contact	92.0%			
	Percentage of victims satisfied with actions taken	79.2%			
	Percentage of victims satisfied with treatment	88.5%			
	Percentage of victims satisfied with being kept informed	76.0%			
Hate Crime	Number of Hate Crimes <i>(by Keyword - Athena data only)</i>	1,038			
	Solved Number	174			
	- Percentage solved	16.8%		<i>Three year average reporting for hate crime anticipated in Spring 2020</i>	
	Percentage of Cases where investigation not possible	1.0%			
	Percentage of Cases where victim does not support	29.6%			
	Percentage of victims satisfied with overall service	72.9%			
	Percentage of victims satisfied with first contact	77.1%			
	Percentage of victims satisfied with actions taken	59.4%			
	Percentage of victims satisfied with treatment	79.2%			
	Percentage of victims satisfied with being kept informed	64.6%			

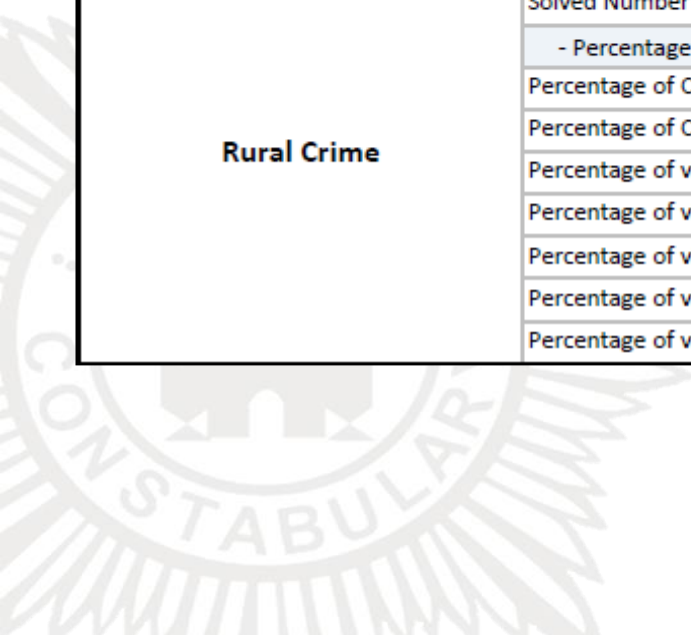


PERFORMANCE REPORT: Summary

Data is correct as at 11/01/2019

Data up to 31/12/2018

Objective	Measure	Last 12 months	Three Year Average	Difference	
Business Crime	Number of Business Crimes <i>(by Keyword - Athena data only)</i>	7,770			
	Solved Number	2,071			
	- Percentage solved	26.7%			
	Percentage of Cases where investigation not possible	0.2%	<i>Three year average reporting for business crime anticipated in Spring 2020</i>		
	Percentage of Cases where victim does not support	5.4%			
	Percentage of victims satisfied with overall service	71.1%			
	Percentage of victims satisfied with first contact	88.0%			
	Percentage of victims satisfied with actions taken	71.8%			
	Percentage of victims satisfied with treatment	93.0%			
	Percentage of victims satisfied with being kept informed	73.9%			
Rural Crime	Number of Rural Crimes <i>(by Keyword - Athena data only)</i>	378			
	Solved Number	21		<i>Three year average reporting for rural crime anticipated in Spring 2020</i>	
	- Percentage solved	5.6%			
	Percentage of Cases where investigation not possible	0.0%			
	Percentage of Cases where victim does not support	1.9%			
	Percentage of victims satisfied with overall service	71.4%			
	Percentage of victims satisfied with first contact	83.3%			
	Percentage of victims satisfied with actions taken	60.4%			
	Percentage of victims satisfied with treatment	86.8%			
	Percentage of victims satisfied with being kept informed	56.0%			



PERFORMANCE REPORT: Workforce

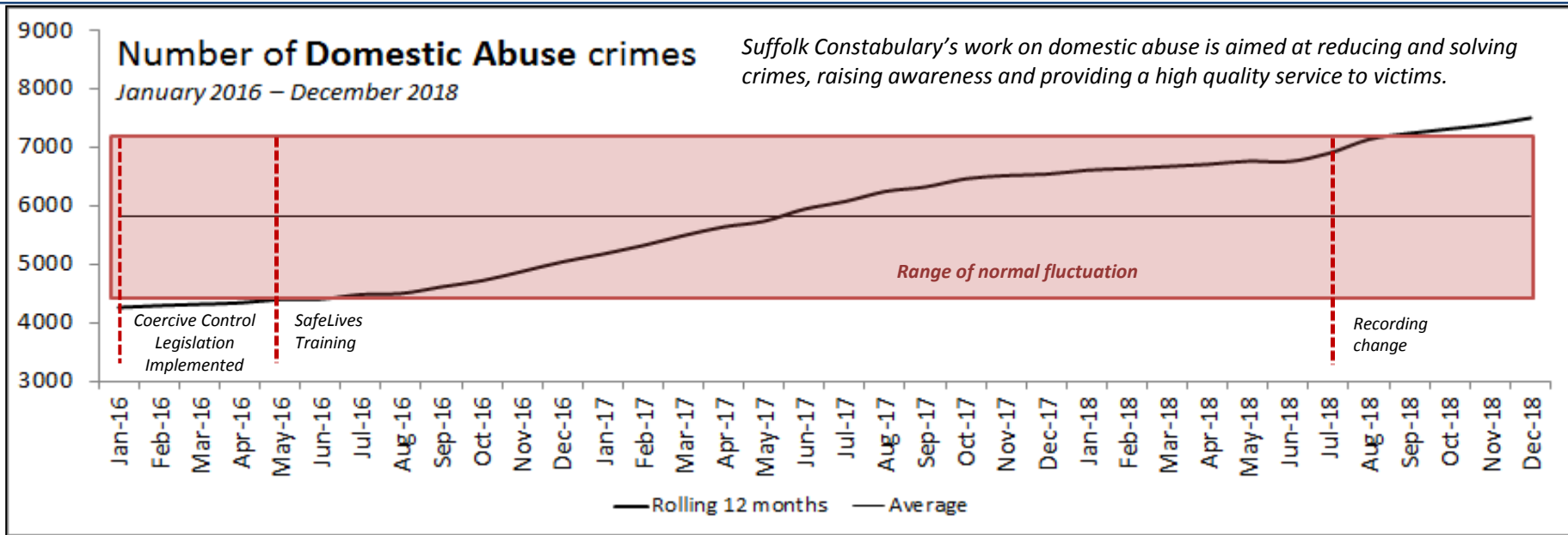
Quarter 3 2018/19

As at 31/12/2018 (unless otherwise stated)

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
Establishment (*PCSO figures as at 25/02/2019)	1114	46*	888	The strength of Police Officers stands at 0.1% below establishment. Police officer strength is up 24 FTE from the previous quarter.
Strength (*PCSO figures as at 25/02/2019)	1113	43*	774	The establishment of PCSOs stands at 6.5% below establishment. There are 3 troubled family posts that are currently under review. The strength includes 5 new PCSOs which started on 25/02/2019. The current police staff strength stands at 12.8% below establishment.
% working hours lost to sickness (financial year to date - force target 3.4%)	3.7%	4.3%		Sickness absence for Suffolk Police Officers decreased in comparison with the end of the previous quarter from 3.8% to 3.7%. Sickness is 1.2% lower than at the same point in the previous financial year (2017/18). Sickness absence for Suffolk Police Staff increased in comparison with the end of the previous quarter from 4.1% to 4.3%. Sickness amongst police staff is marginally lower than at the corresponding point in the previous financial year.
Number on recuperative duties (as at 31/12/2018)				There are 15 additional police officers on recuperative duties at 31/12/2018 than at 30/09/2018.
Recuperative means short term, rehabilitative in nature, typically lasting up to 6 months if an individual is unable to return to work on full hours and duties immediately following a period of sickness or following an injury	134	31		For police staff and PCSOs, there are 5 fewer on recuperative duties at 31/12/2018 than at 30/09/2018.
Number on adjusted duties (as at 31/12/2018)				There are 2 fewer police officers on adjusted duties at 31/12/2018 than at 30/09/2018.
Adjusted means long-term and permanent where adjustments have been made to overcome barriers to working. The individual must be attending work on a regular basis working full time hours within their substantive role.	26	6		For police staff and PCSOs, there are 5 more police staff and PCSOs on adjusted duties than at 30/09/2018.

PERFORMANCE REPORT: Domestic Abuse (DA)



Performance at a glance

Level of crime	Recent upward trend caused by increased compliance with crime recording practices that is bringing Suffolk more in line with the Crime Survey of England & Wales (CSEW)
Level of successful investigations	Approximately 1 in 6 crimes are solved
Level of victim support for police investigations	Less than half of victims support police investigation
Number of offences - Comparison to most similar forces	6 th highest number of crimes per 1,000 population compared to most similar forces (to March 2018)

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of crimes	7,508 (+31.1%)
% of crimes where an investigation was not possible	0.9% (+0.3pp)
% crimes where victim do not support police investigation	56.0% (+12.3pp)
% crimes solved by police	16.3% (-7.0pp)
% of cases convicted in court	83.3% (to March 2018)
% of cases convicted in court – comparison to most similar forces	2 nd highest level of convictions (to March 2018)

Analysis:

Nothing has significantly changed since the last quarterly report. The number of crimes recorded continues to increase, as a result of applying the National Crime Recording Standards (NCRS) rigorously, and the rate of solved domestic abuse crimes is slowly declining compared to the long term average.

The Office of National Statistics (ONS) released its data for Domestic Abuse for the year ending March 2018. When comparing against Most Similar, Eastern Region and National forces, Suffolk:

- has a comparable rate of police recorded domestic abuse related offences,
- has a higher rate of domestic abuse related charges as a percentage of referrals,
- has a higher rate of domestic abuse related convictions as a percentage of prosecutions,
- refers a greater percentage of domestic abuse cases to Multi Agency Risk Assessment Conference (MARAC) than any other force, and
- records a lower percentage of domestic related stalking and harassment than any other force.

Domestic Abuse victim disengagement is currently being reported at 56%. Although significant numbers of victims do not support police prosecutions, Suffolk is consistent nationally based on the ONS data (data ending March 2018).

Operational Commentary:

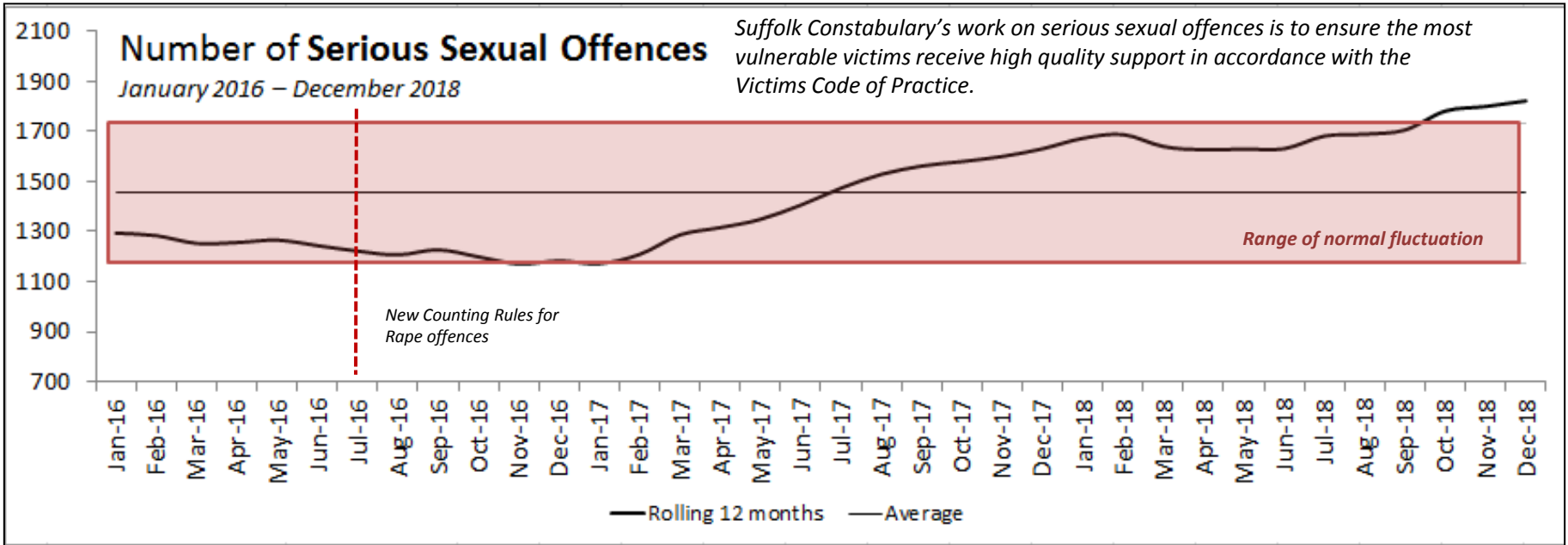
The DA delivery board continues to drive the Constabulary's DA strategy, this work is now overseen by the vulnerability board. The Board continues to focus on DA linked with the 13 vulnerability strands. The Constabulary's vulnerability strategy has been disseminated to all staff. Multi agency work continues through the Violence Against Women and Girls (VAWG) group to create a fully integrated DA coordination centre bringing all partners together in one place.

Work also continues in respect of the Home Office Annual Data Return 444 (DA victim satisfaction survey). A vulnerable victim coordinator was recruited, however they have moved on and this role has been re-advertised. This will delay the collection of this dataset.

The DA scrutiny panel continues to review DA investigations in partnership with the Crown Prosecution Service and Charitable Sector promulgating feedback and learning on a strategic, directorate and individual basis. Area based DA scrutiny panels are now well imbedded, taking place once per quarter in each of the three local command areas. These panels are reviewing 6 cases per quarter "cradle to grave" (999 calls, radio traffic, command & control logs, Body Worn Video evidence, investigation logs, and case records). Learning outcomes include: Domestic Violence Protection Notices (DVPNs) need to be considered more widely when No Further Action (NFA) decisions are made, detailed rationale should be recorded on Athena where non arrest or NFA's decisions are made, positive action / arrest should be made in all DA investigations unless in exceptional circumstances and endorsed by supervisors, and evidential statements must be taken from victims at the earliest opportunity.

Eleven new Multi-Agency Risk Assessment Conferences (MARAC) chairs are in post which has increased the partnership buy-in to managing high risk cases. Secondary risk assessment process change is now complete. Whilst MARAC aims to increase the safety of victims, a new Multi-Agency approach is under development which will focus on perpetrator diversion to prevent re-offending.

PERFORMANCE REPORT: Serious Sexual Offences (SSO)



Performance at a glance

Level of crime	Upward trend caused by increased compliance with crime recording practices
Level of successful investigations	1 in 18 crimes are solved
Level of victim support for police investigations	2 out of 3 victims support police investigations
Comparison to most similar forces (rape only)	Highest number of rapes per 1,000 population compared to most similar forces (to November 2018)

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of crimes	1,822 (+26.7%)
% of crimes where an investigation was not possible	2.4% (-0.7pp)
% crimes where victim does not support police investigation	37.2% (+6.7pp)
% crimes solved by police	5.7% (-4.7pp)
% of rape cases convicted in court	65.9% (to March 2017)
% of rape cases convicted in court – comparison to Norfolk, Cambridgeshire and Essex	Highest level of convictions (to 1 March 2017)

Analysis:

Nothing has significantly changed since the last quarterly report.

The number of reported Serious Sexual Offences (SSO) remains at a higher level in comparison to the long term average. All forces are experiencing significant increases in reporting. A consequence of additional crimes being recorded is that the solved serious sexual offences rate has declined compared to the three year average. Declines in the solved rate have occurred across most forces nationally, regionally and in Suffolk's most similar group.

Serious Sexual Offence victim disengagement is currently being reported at 37%, which is gradually increasing. Although significant numbers of victims do not support police prosecutions, the proportion of victim disengagement is lower than that reported in similar neighbouring forces.

Operational Commentary:

Crime reporting continues to rise, placing increased pressures on investigative resources. The Constabulary's victim centred approach provides multi-agency safeguarding support, whilst exploiting early investigative opportunities that ensure positive action is taken from the outset.

Media campaigns are continuing to focus on education as well as awareness, with the current campaign headline "#ITSNOTOK". Videos and other mediums are being used to deliver this message particularly during Sexual Abuse & Sexual Violence Awareness Week between 4th and 10th February 2019. A further campaign "The Truth Project" is launching in March 2019 which is being supported by Suffolk Constabulary.

Whilst the solved rate for SSO remains low, albeit comparable with the Eastern Region, the Rape Scrutiny Panel continues to meet quarterly with partners and charitable organisations to review police investigations and decisions. T/ACC Cutler's recent SSO review highlights no obvious shortcomings, and the HMICFRS crime file "Deep Dive" found no areas for concern. One recent improvement has been made to No Further Action (NFA) letters ensuring increased signposting victims to third sector support organisations. A number of these organisations have engaged in Specialist Sexual Assault Investigator Development Programme (SSAIDP) training.

Investigative workload has started to decrease, following changes to working practices and increases to investigator numbers. The number of case files that are being sent to the CPS has risen significantly. Close liaison with CPS continues to highlight areas for improvement in case file submissions. The recent growth of a Detective Inspector post will assist greatly with oversight and direction.

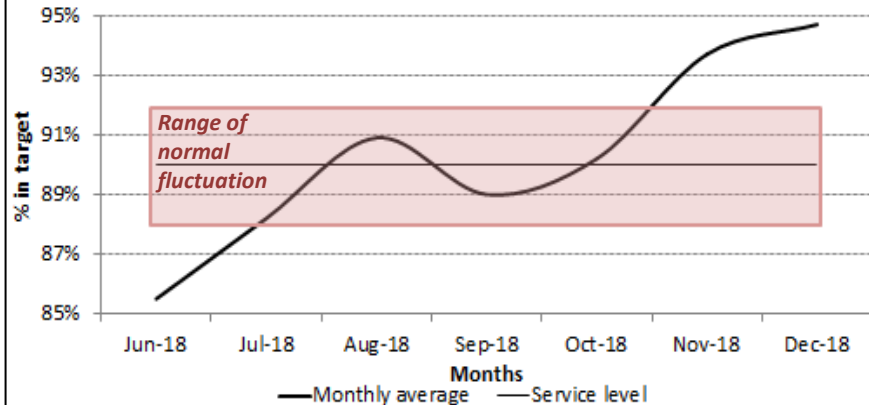
The Constabulary continues to host an Eastern Region working group to improve operational delivery through identification of best practice initiatives.

PERFORMANCE REPORT: Emergency call handling

Suffolk Constabulary's work on 999 call handling is to ensure we respond as promptly as possible to calls for urgent assistance.

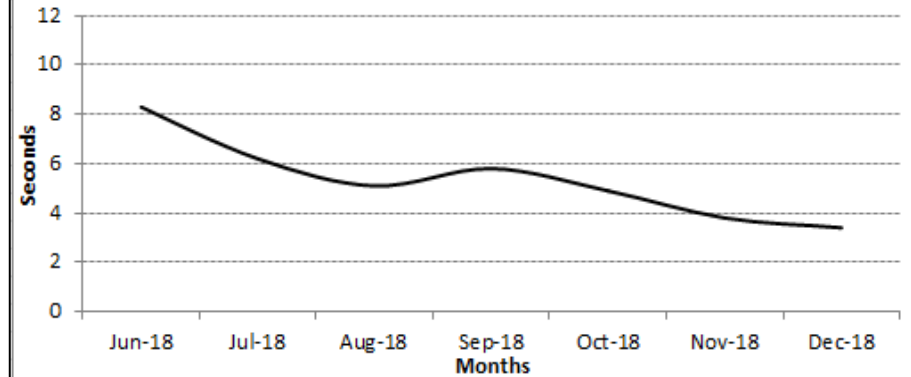
999 calls answered within 10 seconds

June - December 2018



999 - average time to answer calls

June - December 2018



Performance at a glance

Level of demand	6% higher than the previous year
Proportion of all calls that are 999	40% of all calls are dealt with as an emergency call in the last 12 months
Service level	Performance has improved since the introduction of the telephony system in May 2018 in spite of increasing demand. 999 calls answered before and after implementation is not comparable at the current time

Analysis:

999 call handling demand continues to rise year on year, with an increase of over 6% in the last 12 months compared to the 3 year average.

In spite of this, Suffolk Constabulary has answered a high percentage (over 93%) of calls within 10 seconds in November and December 2018, and the average time to answer calls has dropped from over 8 seconds in June 2018 to below 4 seconds in December 2018.

999 performance data pre and post implementation of the new telephony system (May 2018) is not currently comparable, because of the differences between the old and new telephony systems. This position may change in future, if a technical solution can be established.

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of 999 calls	104,373 (+6.3%)
% of all calls that are 999	40.1% (+3.9%)
Average calls per day	286 (+6.3%)

PERFORMANCE REPORT: Non-emergency call handling

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.

Performance at a glance

Level of demand	Reduction in demand in the last 12 months compared to the 3 year average
Average Time to answer	Non-emergency calls answered before and after implementation of the new telephony system is no longer comparable

Analysis:

Non-emergency call handling demand continues to reduce to its lowest level in three years to 10,910 calls in November 2018. This is a 10.3% reduction in calls in the last 12 months compared to the previous 3 years.

Data from the new telephony system introduced in May 2018 is not directly comparable with data from the old telephony system. The Constabulary will report non-emergency call data once a baseline of 12 months data is available.

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of non-emergency calls	155,811 (-10.3%)
Average non-emergency calls per day	427 (-10.3%)

Operational Commentary – call handling:

HMICFRS were sighted on the new call handling system during their recent inspection. The resulting feedback praised the Constabulary, sighting it as best practice and have encouraged other forces to come to Suffolk.

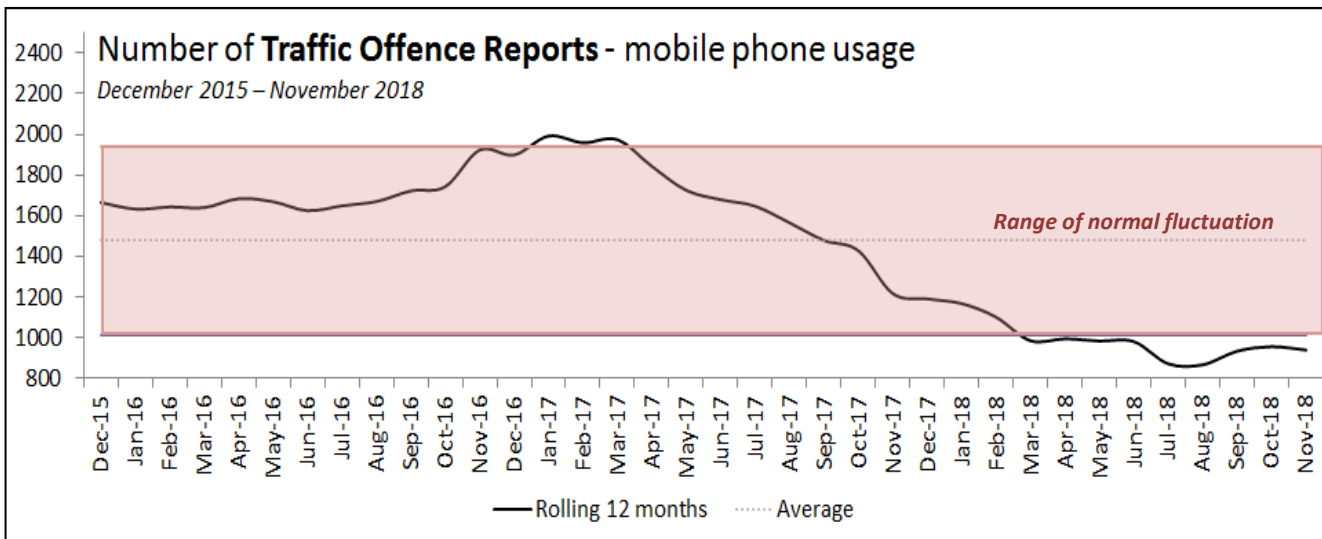
The new telephony system continues to highlight the importance of the Central Call Answering (CCA - Switchboard) function in managing demand. Work is still ongoing to verify the reliability of non-urgent call data and progress is being seen with development of this analysis. Work is underway to establish at what point a 101 is considered answered (within the CCA or once transferred to CCR). This will have a significant impact on increasing 101 "Actual Time To Answer" performance.

Next phases of the telephony project remain under governance at Board level and includes the installation of Teleopti workforce management. This software learns from the call demand data to forecast ahead helping with resource planning and will require a baseline of 12 months data which in turn will maximise the efficiency of the CCR workforce and to further improve the customer experience.

Eight new staff will start in the CCR in March and will be in place to support the raised demand experienced over the summer period. The current strength as at 31/12/2018 for Suffolk CCR is 134.8 against an establishment of 137.3. Vacancies from planned transferees to other areas of the force will be filled by the March intake.

The use of Lay-Listeners is continuing to be developed with a review currently underway to analyse the workload this brings and the management of this trial going forward.

PERFORMANCE REPORT: Traffic Offence Reports



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, drink/drugs and seat belts).

Last 12 Months in Detail

(difference to 3 year average in brackets)

Number of KSI collisions recorded	257 (+1.5%)
Number of TORs issued for mobile phone use	956 (-34.6%)
Number of TORs issued for seatbelts	838 (-9.6%)

All figures up to 30/11/2018

Analysis:

Nothing has significantly changed since the last quarterly report, where it was explained that Suffolk was in line with most similar forces and other national forces. There has been a small increase in recorded Traffic Offence Reports (TORs) for mobile phone usage recently, but levels remain significantly lower than the peak in enforcement activity in 2016.

Operational Commentary:

Suffolk Constabulary remains committed to target 'Fatal 4' offenders as a priority in line with the national roads policing strategy. The force conducts robust enforcement activity in support of the NPCC national roads partnership calendar which is coordinated with the National Roads Policing Intelligence Forum. This calendar identifies key dates throughout the year where particular road safety campaigns are promoted nationally. These campaigns not only address the 'Fatal 4' (e.g. NPCC Using Mobile phone Whilst Driving campaign) but also wider road safety work and commercial vehicle enforcement.

A number of enforcement campaigns are run over the year in conjunction with Suffolk RoadSafe partners and stakeholders ensuring the public of Suffolk receive joined up road safety messages, contained within the Suffolk Road Safety Strategy.

The Suffolk Driver Offender Rehabilitation Group (DORG) partnership has funded Road Casualty Reduction Team (RCRT) posts for 2018/19. In the last year, Roads & Armed Policing Team (RAPT) units have been utilised to target drivers causing danger on our roads with use of Operation Showdown (an ANPR initiative). Greater effort has also been focused on drug drive offences following funding from the Suffolk DORG partnership to provide drug wipe kits and the associated forensic costs has allowed for greater enforcement capability leading to increases in arrests relating to drug driving.