

# Suffolk Constabulary

## Strategic Performance Health Check

**April 2013**

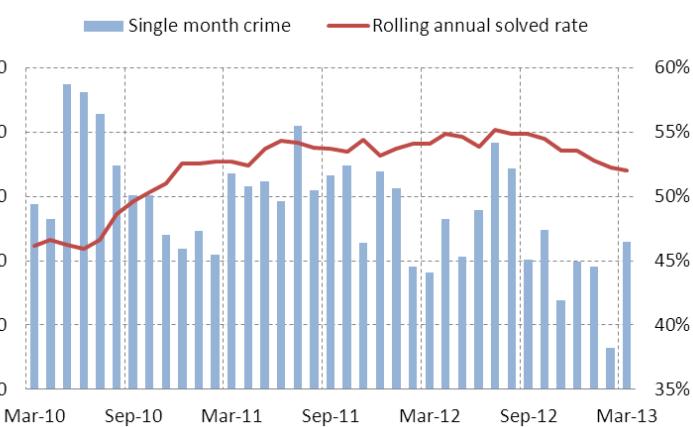
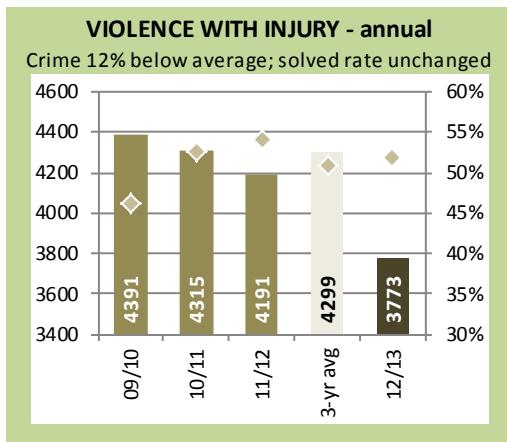


Data represents the period 1 April 2012 to 31 March 2013 unless stated.

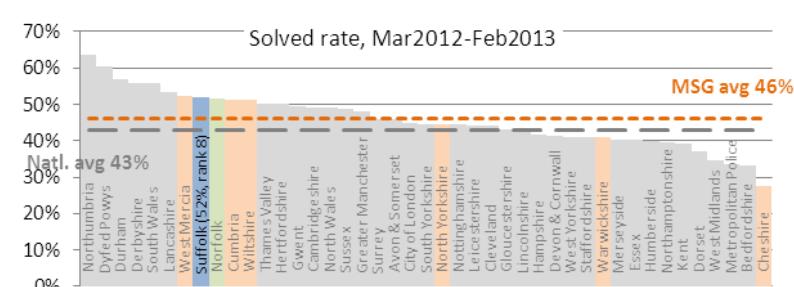
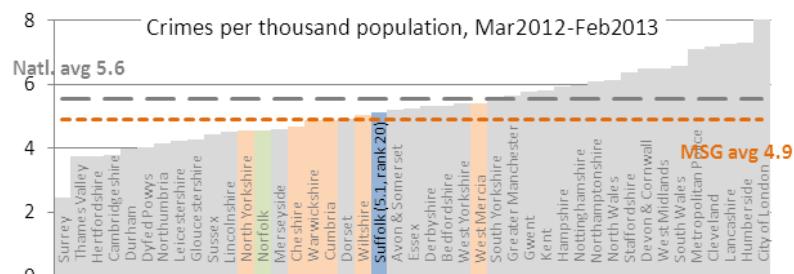
<b>Performance Indicators</b>									
<b>Domain</b>	<b>Measure</b>	<b>Page</b>		<b>Jul12</b>	<b>Oct12</b>	<b>Feb13</b>	<b>Apr13</b>		<b>Executive Summary</b>
Crime	Violence with Injury – Crimes	2		G	G	G	G		Down 10%, third consecutive annual reduction
	Violence with Injury – Solved			G	G	G	G		Down 2% on previous year but strong compared to peers
	Domestic Burglary – Crimes	3		G	G	G	G		Although increase in January, overall crime down on previous year
	Domestic Burglary – Solved			R	R	R	R		Small improvement in March but remains poor across most of Suffolk
	Serious Sexual Offences – Solved	4		R	R	R	R		Q4 poorest in over 5 years; 4 <sup>th</sup> -worst rolling annual rate nationally
	Robbery – Crimes	6		G	G	G	G		Significant annual reduction; stable crime rate throughout autumn and winter months
	Robbery – Solved			G	G	G	G		Improvement on preceding two years; monthly rate generally being maintained
ASB	Rowdy/Inconsiderate Behaviour	7		G	G	G	G		Significant annual reduction Forcewide
Confidence & Satisfaction	Victims' Satisfaction	8		R	R	A	G		Still in third quartile nationally but now seven consecutive months of improvement
	Police-only Confidence Measure	10		G	G	G	-		No update since February report due to national publication timescales ( <i>due end April</i> ) but no significant variation expected
	"Police do a Good Job"			G	G	G	-		
Availability & Productivity	999 Call Handling	12		G	G	G	G		Lightest demand in seven years, performance strong
	Response to Emergency Incidents	13		G	G	A	G		Year-end target met after intensive management during March

**Violence with Injury – crime****G****Violence with Injury – solved****G****Performance Summary**

- Between April 2012 and March 2013 there were 3,773 'violence with injury' offences. This represents a reduction of 418 offences from last year (10%) and 526 from the three-year average (12.2%). The chart (below left) shows the decline over the last three years. The reduction has occurred in all Local Policing Command areas, with the biggest fall being seen in Ipswich – 183 fewer crimes (14%).
- The chart below right shows the month-by-month decline in recorded offences (blue bars) over the last three years, with the period between November 2012 and February 2013 being the lowest 4 months in the entire three-year period.



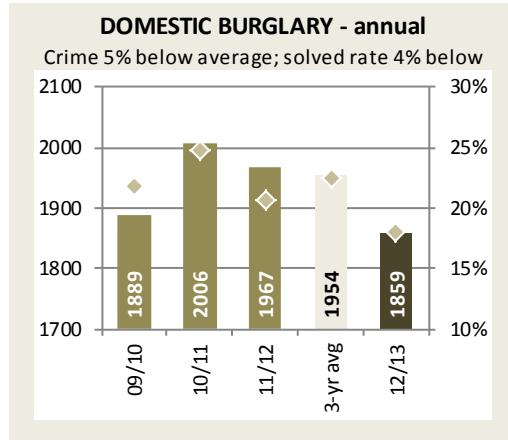
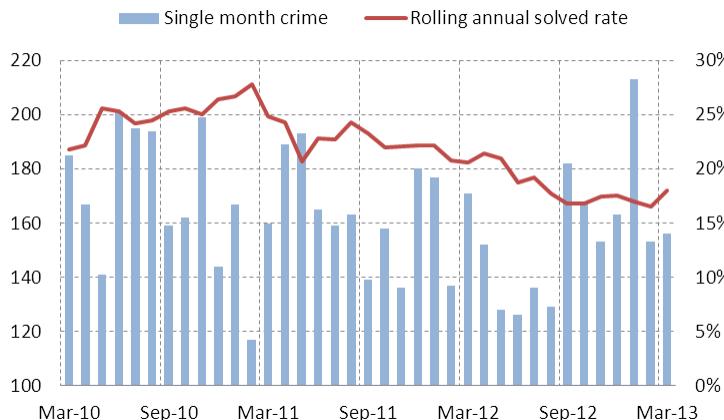
- Suffolk's national position for recorded crime is shown in the chart (right). The Force is currently placed 20<sup>th</sup> lowest with a crime rate slightly above the MSG average but below the national average. Norfolk is shown in green and MSG Forces in amber.
- In respect of solving crimes, Suffolk's performance remains strong, ranked 8<sup>th</sup> nationally. The bar chart (below right) shows performance to be well above the national and MSG averages. The current solved rate is also indicated by the diamond symbols in the above chart.
- Solving crime is generally consistent across the Force and 424 cases were resolved by use of community resolution (11%). This is lower than previous years by 169 cases.

**Actions & Priorities**

- In the new financial year, one of the key policing priorities will be repeat offences committed against victims of domestic abuse. The measure will focus on crimes or incidents perpetrated against the same victim over the period of one year, with a view to problem solving the circumstances within which the offences occur. Local managers will be provided with details of vulnerable victims to ensure appropriate interventions are put in place. The key to the strategy will be to involve partner agencies in the problem solving process.
- The Night-time Economy team continues its activities in key locations identifying where offences occur relating to drugs and alcohol. The strategy has been successful over the last 12 months with crimes reducing significantly. Maintaining resources to commit to such front-line tasking will remain the challenge.
- Future activity includes preparing for lighter evenings and increased drinking in the summer months. Plans are in place to ensure sufficient resources for the Bank Holiday weekends in May, where history shows there can be problems.

**Domestic Burglary – crime****G****Domestic Burglary – solved****R****Performance Summary**

9. In the period from April 2012 to March 2013, a total of 1,859 domestic burglaries were recorded in Suffolk, a 5.5% reduction on the same period in the previous year (1,967) and 4.9% fewer than the average of the three preceding years (1,954). The bar chart (below right) shows the yearly rate and three-year average.



10. Looking at the burglary rate month-by-month for the last three years (blue bar chart – above), shows that, following a period of very low levels between May and August 2012, there has been a relative increase in numbers over the winter period. This culminated with January 2013 seeing the highest monthly level for 3 years. February and March 2013 returned to more normal levels, but the trend remains upward.

11. In terms of Suffolk's national and MSG position, the bar charts (right) show that Suffolk is ranked 14<sup>th</sup> lowest in respect of crimes per 1,000 population (upper) and 28<sup>th</sup> highest in terms of solved rate (lower). Norfolk's position is shown in green and MSG Forces in amber.

12. While the Force has made progress in respect of crime reduction over recent years, the solved rate has been an area of concern. At the end of March the solved rate was 18% and while this represents an improvement over recent weeks there has been a steady decline since August 2011 (see red line on chart above). The solved rate is the lowest annual rate for 5 years. 43% of solved crimes is by way of offences taken into consideration (TIC). This represents a slight decline from 46% last year but is still double the TIC rate of 2008/9.

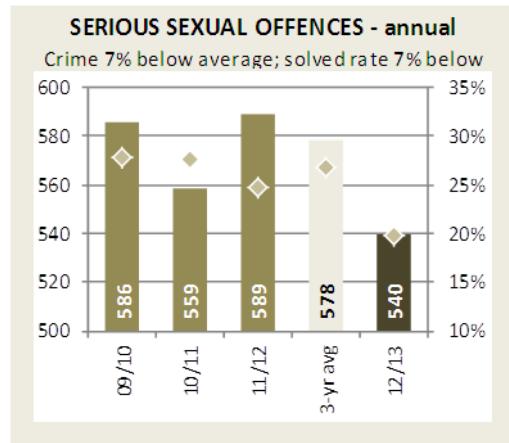
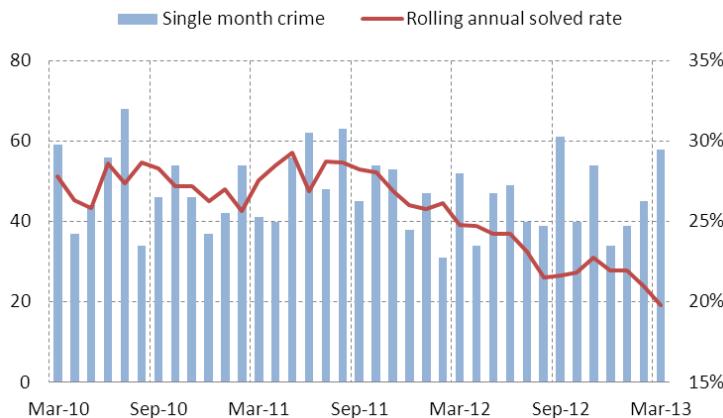
13. In West Suffolk the solved rate is 14% and while this is a steady improvement, this area of the Force is performing lower than Ipswich (16%) and the East (24%). West Suffolk has recorded 112 more burglaries this year (increase of 19%), with Forest Heath seeing the biggest increase (60 crimes, up 41%).

**Actions & Priorities**

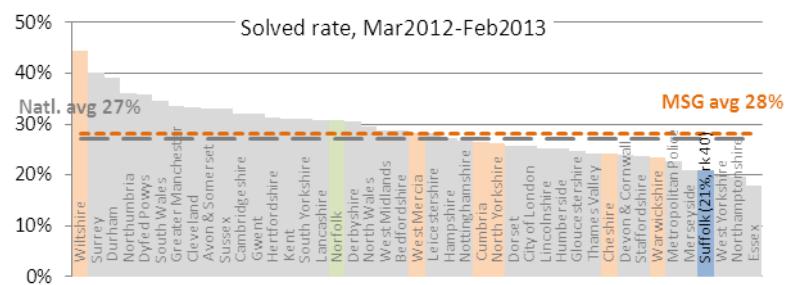
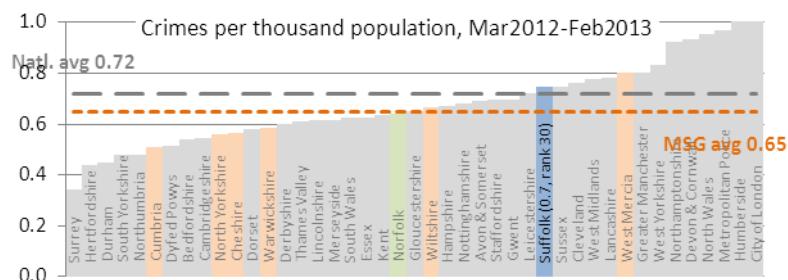
14. The Force Action Plan continues to drive activity and this includes focusing in hot spot and red route locations, improving the effectiveness of ANPR revised stop & search training, use of training days for operations, focus towards prolific offenders and broader work around crime reduction.
15. To support this work, an additional detective sergeant is being appointed in the West to assist with investigations and a fast track process is now in place for the submission of forensic material. Work is also being progressed to exploit opportunities presented by cross border crime, source handling and additional attachments to the Convertor team.

**Serious sexual offences – solved****R****Performance Summary**

16. The solved rate for serious sexual offences remains difficult, with performance to the end of March 2013 falling to 20%. The chart (below right) shows how the crime rate has reduced in 2012/13 to 540 recorded offences, which is 49 fewer than last year (8.3%) and 38 fewer than the three-year average (6.6%). Reduction in this area is not a priority as serious sexual offences are crimes which victims are encouraged to report. This approach has significantly increased reported crime over recent years, in particular historic offences.



17. The chart (upper left) shows how the level of recorded crime (blue bars) has remained relatively consistent over the last three years, with a slight downward trend in the last 12 months. The red line on the chart shows the reduction in the solved rate from a high of almost 30% in mid-2011, down to the current level of 20%.
18. In respect of the national position, Suffolk is placed 30<sup>th</sup> lowest (or 14<sup>th</sup> highest) in respect of recorded crime (see chart right) and 40<sup>th</sup> highest in terms of solved rate (see chart below right). On both charts Norfolk is shown in green and MSG Forces in amber.
19. Of the 540 recorded offences, 202 (37.4%) are rapes and the solved rate for these offences is 18.8%. In the majority of cases the offender is known to the victim but there is often insufficient evidence to record the crime as solved. Of the remaining serious sexual offences, 298 (55%) were sexual assaults with 40 'other' serious sexual offences. The solved rate of sexual assaults was 21% in 2012/13 (down from 30% in 2011/12), with just 12 being community resolved.

**Actions & Priorities**

20. As can be seen from the national solved rate chart (above right), Wiltshire is the top performing Force with a solved rate close to 45%. Officers visited Wiltshire on 16 April 2013 in order to assess how their strong performance is achieved. The high solved rate is largely related to one offender who has admitted indecently assaulting a very high number of victims over several years. Wiltshire is not regarded as being in such a strong position as Suffolk in respect of the management of cases. Crimes are managed by local detectives rather than through specialist resources (Gemini) and Suffolk's Sexual Assault Referral Centre arrangements were considered to be stronger.
21. Wiltshire holds all reported sexual offences in a category of "crime related incident;" until there is certainty that the offence occurred. This effectively means that where victims withdraw complaints within 72 hours, crimes are not recorded. Suffolk's stance is different with all crimes being recorded as soon as possible, where there is prima facie evidence that an offence occurred. Suffolk's crime registrar will be discussing procedures with his opposite number in Wiltshire in order to examine

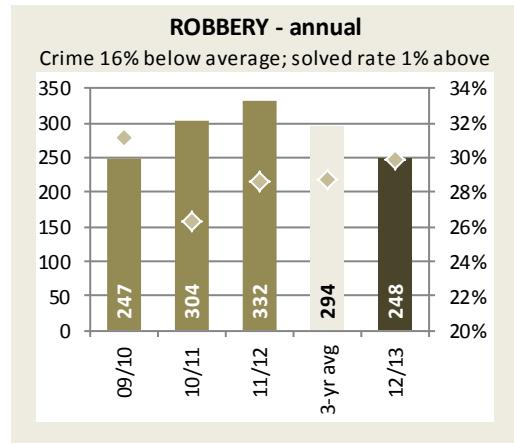
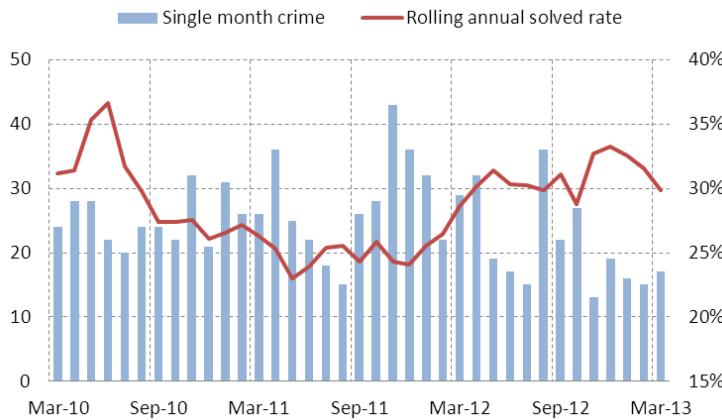
the detail of this further. The Detective Inspector overseeing serious sexual offences in Suffolk has plans to visit four further Forces showing high levels of performance.

22. From Monday 8th April 2013 a new streamlined process has been implemented across the county to improve performance. The purpose of the new process is to ensure events are being managed robustly. The process will require improved ownership of SSO events and ensure crimes are being appropriately recorded. Importantly, the process will focus on the support given to victims to ensure the investigation is conducted in a timely manner with positive outcomes. The new arrangements include supervision and management of "lower level" cases by a Detective Sergeant and case management being discussed at monthly area meetings, chaired by Detective Inspectors.

<b>Robbery – crime</b>	<b>G</b>	<b>Robbery – solved</b>	<b>G</b>
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## Performance Summary

23. The Force has made significant progress in the reduction and detection of robbery offences. In the period between April – March 2012/13, there were 248 robbery offences, which is 84 less than last year (25.3%) and 46 fewer than the three-year average (15.6%). The chart below right shows the comparison.



24. Looking at the month by month comparison for the last three years (blue bars in chart above left), it can be seen that the higher levels of offending seen in the last two winter periods, were not replicated this winter. This lower trend has continued into 2013, with levels in February and March being the lowest in those months for over 3 years. 2012/13 had the lowest number of business related robberies for ten years (16 crimes).

25. By comparison with other Forces and the MSG, Suffolk has comparatively low levels of robbery at 0.4 offences per 1,000 population. This places the Force 17th lowest nationally (see chart right). Norfolk's position is in green and MSG Forces in amber.

26. Ipswich recorded the highest number of robberies with 138 offences (55.6% of Force total). Of these 50 were recorded in the town centre, representing a drop of 41 crimes (45%).

27. Suffolk's solved rate has improved to 29.8% this year, which is higher than last year's performance of 28.6% and the three-year average of 28.7%. The Force is placed 20th highest nationally (see chart below right) with performance just below the MSG average but considerably higher than the national average.

Force	Rate (approx.)	Rank (approx.)
DfID Powers	0.3	1
Cumbria	0.3	2
Gloucestershire	0.3	3
North Yorkshire	0.3	4
Durham	0.3	5
Leicestershire	0.3	6
South Wales	0.3	7
North Wales	0.3	8
Suffolk	0.4	17
Wiltshire	0.4	9
Whitehaven	0.4	10
Devon & Cornwall	0.4	11
Lancashire	0.4	12
Lincolnshire	0.4	13
Essex	0.4	14
Nottinghamshire	0.4	15
Gwent	0.4	16
South Wales	0.4	18
Northumbria	0.4	19
Cheshire	0.4	20
West Mercia	0.4	21
Gloucestershire	0.4	22
Hampshire	0.4	23
Derbyshire	0.4	24
Lancashire	0.4	25
Staffordshire	0.4	26
Sussex	0.4	27
De比shire	0.4	28
Cambridgeshire	0.4	29
Kent	0.4	30
Cleveland	0.4	31
Humber	0.4	32
Warwickshire	0.4	33
Avon & Somerset	0.4	34
Thames Valley	0.4	35
South Yorkshire	0.4	36
Essex	0.4	37
Leicestershire	0.4	38
Merseyside	0.4	39
Nottinghamshire	0.4	40
West Yorkshire	0.4	41
Greater Manchester	0.4	42
West Midlands	0.4	43
Metropolitan Police	0.4	44
City of London	0.4	45

MSG avg 0.3

Force	Rate (%)	Rank (approx.)
DfID Powers	53%	1
Cumbria	52%	2
Gloucestershire	51%	3
South Wales	50%	4
North Wales	49%	5
North Yorkshire	48%	6
Lancashire	47%	7
Gwent	46%	8
Northumbria	45%	9
Surrey	44%	10
Cleveland	43%	11
Staffordshire	42%	12
Derbyshire	41%	13
Hampshire	40%	14
Humber	39%	15
Nottinghamshire	38%	16
West Mercia	37%	17
Suffolk	32%	20
Gloucestershire	31%	18
South Yorkshire	30%	19
Bedfordshire	29%	21
Avon & Somerset	28%	22
Lincolnshire	27%	23
West Yorkshire	26%	24
Dorset	25%	25
City of London	24%	26
Cheshire	23%	27
Thames Valley	22%	28
Warwickshire	21%	29
Devon & Cornwall	20%	30
Nottinghamshire	19%	31
Cambridgeshire	18%	32
Kent	17%	33
Merseyside	16%	34
Greater Manchester	15%	35
West Midlands	14%	36
Nottinghamshire	13%	37
Gloucestershire	12%	38
Sussex	11%	39
Kent	10%	40
Merseyside	9%	41
Greater Manchester	8%	42
Essex	7%	43

MSG avg 33%

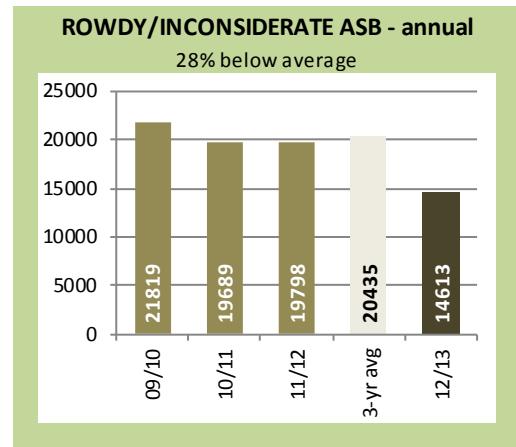
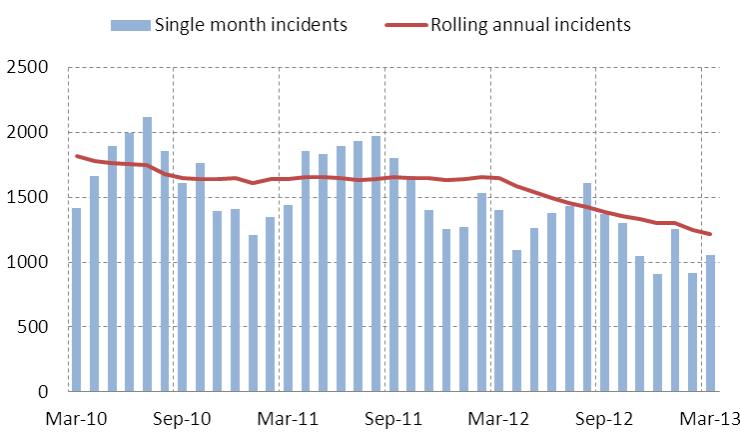


## **Actions & Priorities**

28. The Priority Crime Teams continue to take a proactive stance towards prolific offenders and targeted intelligence work has produced good results, particularly in Ipswich.
  29. The appointment of an additional detective sergeant in the West will not only enable improved investigative focus towards the on-going domestic burglary problem, but will also enable a closer scrutiny of robbery investigations.
  30. Work continues to identify hot spots for robbery offences and “red route” activity is part of the investigation plan.

**Rowdy/Inconsiderate Behaviour - incidents****G****Performance Summary**

31. The rate of reported Rowdy & Inconsiderate Anti-Social Behaviour is down by 5,185 from last year (26.2%). This is largely due to the implementation of the ASB risk assessment matrix (RAM), an improved system of event evaluation linked to repeat and vulnerable victims. Operators are now making more informed judgements regarding the nature of events by asking the questions on the RAM, causing an overnight step down in the recording of ASB but providing a clear, grading mechanism for responding to incidents. As a result, the number of rowdy/inconsiderate behaviour events is down by 28% compared to the three-year average, as shown in the chart (below right). The rolling annual rate of rowdy/inconsiderate ASB is still on a downward trend but is expected to settle at around 15,000 events, as shown in the chart (below left), which represents a reduction of almost one-third in three years.



32. The systematic change brought about by RAMs has meant that the usual statistical exception reporting processes are not valid for the current year, thus making localised and short-term rises in ASB much harder to detect in performance terms. There has however been a slight upward trend as we enter the new financial year, but the very cold weather seen between January and March 2013 kept numbers predictably low. Increases in demand throughout the summer arise from school holidays, better weather and the change to British Summer Time, such that ASB levels in summer can be almost double that of winter months.
33. At the implementation of the joint STORM command & control system, Norfolk and Suffolk will align incident "closing" categories. The three national "opening" categories remain unchanged. The effect of this in Suffolk will be that a new measure of ASB has been agreed (total ASB), as the revised sub-categories preclude the continued reporting of rowdy/inconsiderate ASB.

**Actions & Priorities**

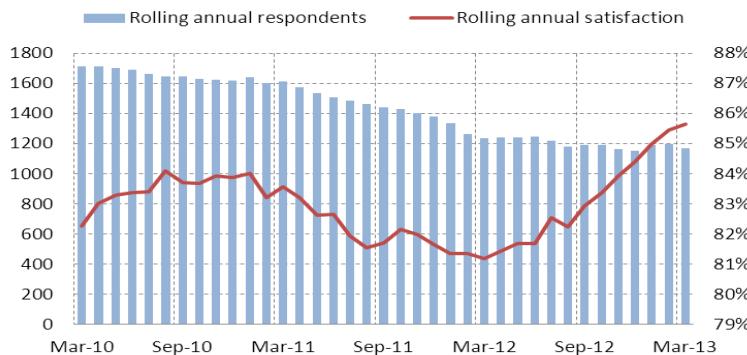
34. The ASB Working Group met on 16 April 2013 to develop the ASB Action Plan and to consider the on-going work required from the new ASB Bill. The Chief Inspector Community Safety and Policing Improvement Manager attended a national conference in April aimed at the improvement of processes and procedures required to tackle elements of the Bill, with emphasis on vulnerable and repeat victims.
35. Work continues to implement the outstanding recommendations following the March 2012 HMIC inspection and the Constabulary has introduced its new ASB strategy arising from this work.
36. The use of the RAM will be reviewed to ensure events are being correctly recorded. The process has enabled improved resource deployment and vulnerable or repeat victims receive a much greater focus.
37. Consideration is being given to re-introducing surveys of victims to enable the Force to understand the quality of service being provided.

## Victims' Satisfaction – overall

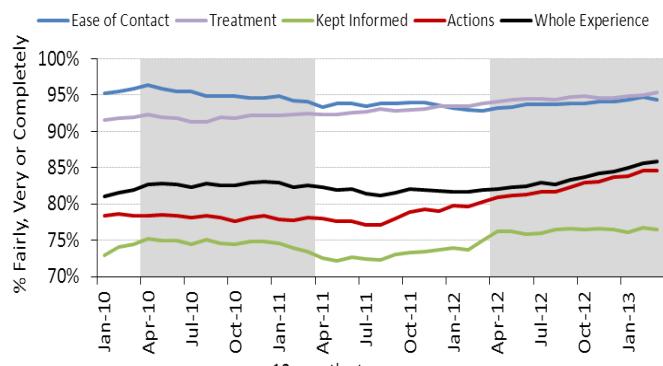
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**Performance Summary**

38. The percentage of victims of crime who stated they were completely, very or fairly satisfied with the whole experience of the service provided continues to rise. In the twelve months to March 2013, 85.8% were satisfied, 3.8% more than in the twelve months to March 2012. This performance achieves the interim step target for 2012/13 of 85%. The chart, right, shows the extent to which performance has improved in recent months (red line). The number of respondents (blue bars) reduced from 2011 in order to save costs, but the results remain statistically valid.



39. The chart below highlights the four composite stages of the overall satisfaction score, of which satisfaction with our "actions taken" is on the most consistent upward trend (red line). Satisfaction with "being kept informed" (follow-up), which is a performance priority in 2013/14, is being maintained at an improved level from last year (green line). Satisfaction with "ease of contact" (blue line) and "treatment of victims" (purple line) remain at around 95%.



40. The table, left, displays these five components against the three offence types comprising the overall score. The non-shaded half of the table represents those people who were completely or very satisfied (i.e. excludes fairly satisfied).

41. The most recently published quarterly peer Force data shows Suffolk's performance as 84.7% for the twelve months to December 2012, ranked 28<sup>th</sup> nationally and 7<sup>th</sup> in our MSG. This has improved our ranking from 31<sup>st</sup> nationally, as reported in September 2012.

	% satisfied		% very/completely satisfied		12 months to Mar 2013	12 months to Mar 2012
	12 months to Mar 2013	12 months to Mar 2012	12 months to Mar 2013	12 months to Mar 2012		
Domestic burglary	First contact	96.8%	95.0%	+1.8%	85.7%	82.6%
	Action taken	91.7%	88.9%	+2.8%	76.6%	76.9%
	Kept informed	83.4%	81.9%	+1.5%	68.3%	66.0%
	Treatment	98.8%	96.6%	+2.2%	92.0%	90.8%
	<b>Whole experience</b>	<b>90.8%</b>	<b>87.4%</b>	<b>+3.3%</b>	<b>77.2%</b>	<b>78.5%</b>
Violent crime	First contact	93.2%	90.3%	+3.0%	74.4%	72.6%
	Action taken	78.5%	76.3%	+2.2%	64.0%	57.1%
	Kept informed	73.1%	72.0%	+1.0%	59.6%	57.0%
	Treatment	92.0%	89.3%	+2.7%	82.1%	79.5%
	<b>Whole experience</b>	<b>79.8%</b>	<b>76.6%</b>	<b>+3.2%</b>	<b>68.7%</b>	<b>63.6%</b>
Vehicle crime	First contact	93.0%	93.3%	-0.3%	79.4%	75.9%
	Action taken	83.7%	76.5%	+7.2%	67.1%	59.3%
	Kept informed	72.9%	71.0%	+1.9%	58.3%	55.5%
	Treatment	95.2%	96.5%	-1.3%	87.4%	87.4%
	<b>Whole experience</b>	<b>86.9%</b>	<b>81.9%</b>	<b>+5.1%</b>	<b>71.6%</b>	<b>70.3%</b>
Total	First contact	94.4%	92.9%	+1.5%	79.8%	77.0%
	Action taken	84.6%	80.5%	+4.1%	69.2%	64.4%
	Kept informed	76.4%	75.0%	+1.5%	62.1%	59.5%
	Treatment	95.3%	94.2%	+1.2%	87.2%	85.9%
	<b>Whole experience</b>	<b>85.8%</b>	<b>82.0%</b>	<b>+3.9%</b>	<b>72.5%</b>	<b>70.8%</b>
Number of respondents		1109	1174			

**Actions & Priorities**

42. The work of the Satisfaction Improvement Group continues, with training now being conducted for Tutor Constables, detectives and student officers. Calling cards have been distributed for officers (see right).
43. The dissatisfaction register will now be run through the Transearch Records Management System, thereby enabling better use of management information.
44. A programme of mystery shopping is being devised by the Consultation Manager for roll-out during the summer.
45. Work is being considered to conduct an evaluation of the "victim's journey," in order to establish whether processes are efficient and customer friendly. The approach aims to identify and resolve performance "bottle necks". Focus groups of victims of crime are being established in each Area of the Force.
46. The Panel meeting of 28 February 2013 requested an evaluation of the work of the Customer Services Desk (CSD). The team

We want to work with you to keep our county safe by preventing and detecting crime.

Name: \_\_\_\_\_ Collar No: \_\_\_\_\_  
e-mail address: .....@suffolk.pnn.police.uk

Telephone: 101. In an emergency, always dial 999

For more information about your local police, visit: [www.suffolk.police.uk](http://www.suffolk.police.uk)

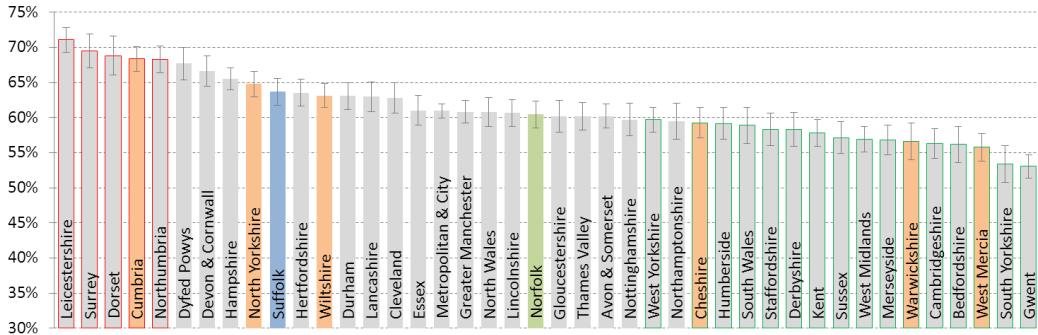
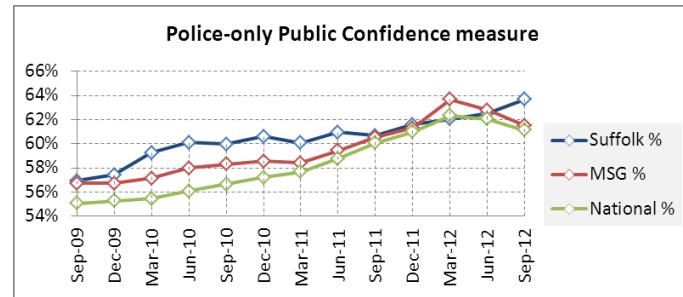


was created from the demise of the Consultation Coordinators in October 2011. There was no cost to the change and a small saving was made as post-holders are graded lower. The Force had, for some time, assessed victim satisfaction through an external survey company (currently SMSR) in order to provide data required for national comparison. These calls are however made more than 6 weeks after the crime is reported. The purpose of the CSD was not only to assess performance but to recover service where problems are identified and hence calls are made much sooner.

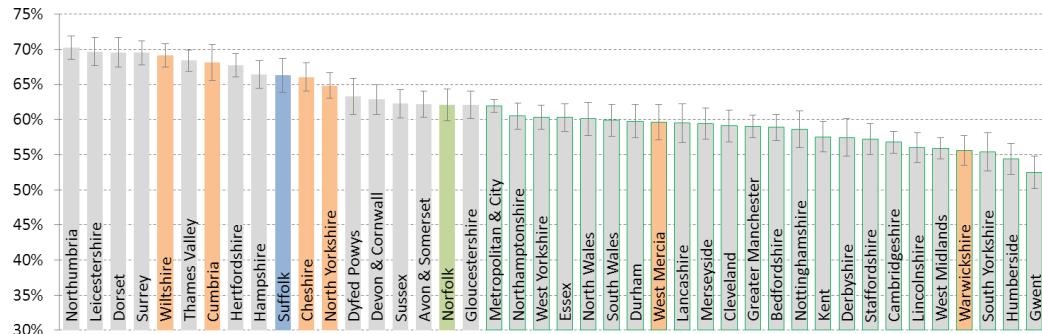
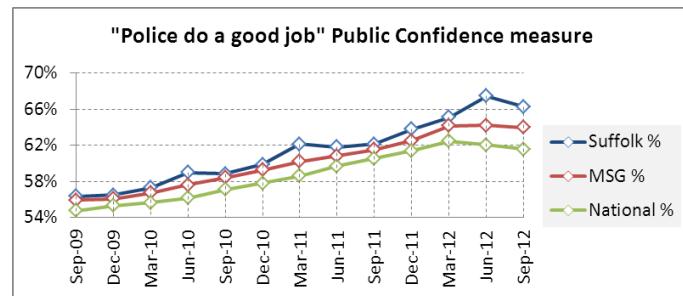
47. The CSD calls victims after just 48-96 hours and then repeat the call after 14 days (subject to victim's agreement) in order to ascertain if the service has been improved or 'recovered.' The CSD staff concentrate predominantly on burglary, violent crime and vehicle crime offences. These are the categories of crime used nationally to assess each Force's performance.
48. Between 1 December 2012 and 17 April 2013, a total of 2,672 victims were called after 48 hours, with 996 requesting a further call back after 14 days. The satisfaction level after 48 hours was very high at 92.4%, however this dropped to 86% after 14 days and clearly falls further by the time SMSR conduct the national survey.
49. A sample of these calls (914) have been analysed and this showed the following breakdown:
  - 388 (42%) - information was passed to the victim (crime numbers, progress of case, officer details, crime reduction advice)
  - 210 (23%) – leaflets were sent
  - 186 (20%) – requested a further update regarding their crime which was fed back to officer/supervisor
  - 76 (8%) – Offered further information to be passed to the officer in the case
  - 18 (2%) – wanted to pass appreciation to the officer for their efforts
  - 15 (2%) – provided corrections to the data on the crime
  - 14 (2%) – requested a visit from a crime reduction officer
  - 4 (0.4%) – made complaints about the officer
  - 3 (0.3%) – other issues
50. The CSD staff have a range of other duties relating to public perception surveys and evaluation. This includes business surveys, young persons "Roadwise" sessions and bespoke surveys with minority groups. This takes up 25% of their role.

## Performance Summary

51. The Performance Summary for this domain remains unchanged from the February report as no further survey results have been received from the Crime Survey of England & Wales (CSEW). The next results will be available on or after 25<sup>th</sup> April. This report therefore is a replica of the February report (for continuity) with some additional actions added below.
52. 63.7% of respondents to the Crime Survey of England & Wales (formerly the British Crime Survey) during the twelve months to September 2012 stated they felt confident Suffolk police dealt with the priorities in their communities. As the chart, right, shows, this is Suffolk's best rate in the past five years and is a further improvement of 1.2% on the previous quarter, compared to a 1.3% decrease among our most similar group (MSG) of Forces and a 0.9% decrease nationally. The chart, below, shows Suffolk's performance as ranking 10<sup>th</sup> nationally, featuring in the top ten for the first time in two years.



53. The percentage of respondents who stated the police in Suffolk do a good or excellent job fell by 0.9% to 66.3%. The chart, right, indicates that this is only the third quarter in the past three years to see performance in this measure decrease, although both national and MSG averages fell for a second consecutive quarter. The chart, below, ranks Suffolk 10<sup>th</sup> nationally, 4.7% above the national average.



**Actions & Priorities**

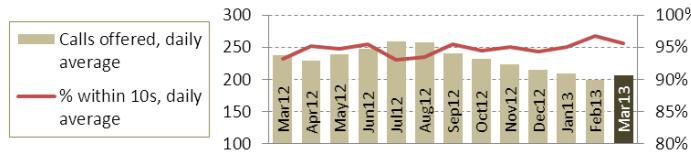
54. The Local Policing Survey, commissioned by the Police Authority, was conducted in July 2012. The outcomes have been used to inform the Strategic Assessment process upon which the Police & Crime Commissioner's (PCC) initial Policing Plan is based.
55. Consultation with the business community continues and their priorities are being taken into account through the Business Liaison Forum, which is now being chaired by PCC.
56. Much of the improved performance in respect of public confidence relates to an improved approach to victim satisfaction and this work is being driven through the Victim Satisfaction Improvement Group, chaired by the Assistant Chief Constable (see victim satisfaction domain).
57. District Forums will commence on 19 April 2013 aimed at providing the public the opportunity to comment on the Police & Crime Plan and the policing priorities for 2013/14. Local commanders will be presenting performance reports.

Call Handling – 999 calls	G	Call Handling – Non-Emergency (101) calls	G
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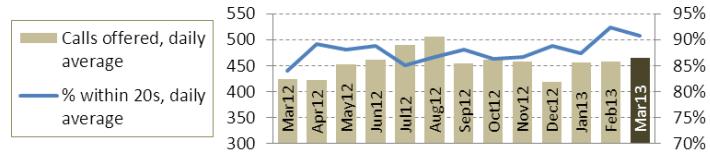
**Performance Summary**

999	Calls offered	Calls answered within 10 seconds	Non-emergency	Calls offered	Calls answered within 20 seconds
<b>Year to date (1 April 12 - 31 March 13)</b>					
Total	<b>84,134</b>	79,799	<b>94.8%</b>	Total	<b>167,537</b>
Average per day	231	219		Average per day	459
Last year to date	<b>98,108</b>	88,970	<b>90.7%</b>	Last year to date	<b>164,715</b>
2 years ago	91,557	84,094	91.8%	2 years ago	186,629
3 years ago	99,987	95,578	95.6%	3 years ago	173,174
4 years ago	93,900	89,750	95.6%	4 years ago	164,082
<b>4-year average</b>	<b>95,888</b>	89,598	<b>93.4%</b>	<b>4-year average</b>	<b>172,150</b>
Change from last year	-14.2% -13,974	-10.3% -9,171	+4.2%	Change from last year	+1.7% +2,822
Change from 4-year avg.	-12.3% -11,754	-10.9% -9,799	+1.4%	Change from 4-year avg.	-2.7% -4,613
<b>Year to date (1 April 12 - 31 March 13)</b>					

Monthly average, calls offered &amp; answered



Monthly average, calls offered &amp; answered



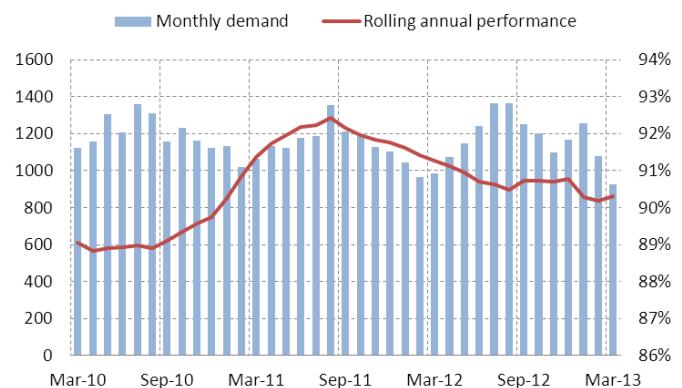
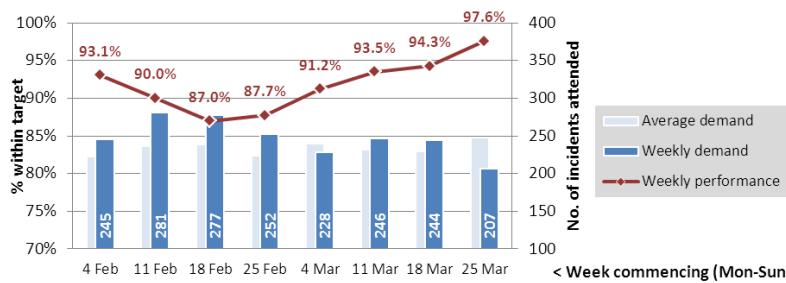
58. Performance for answering 999 calls within 10 seconds was 94.8% for 2012/13, compared to the national standard of 90%. This is a better performance than the previous two years and 1.4% above the four-year average. This performance is partially due to the reduction in the number of calls being received. During the year 236 calls per day were received which is 14.2% lower than last year's 269 per day. In fact, the current year is the lowest for seven years.
59. Non-emergency demand is much less variable over the longer term, although the daily average of 459 is the lowest year in the seven-year dataset available. While 999 call demand has been lower than normal, non-emergency demand has remained in line with expected levels. Performance for 2012/13 is however the strongest across the past five years, at 88.1% answered within 20 seconds. The national 101 number is the source of more than 90% of Suffolk's non-emergency calls.
60. Call handling data forms one part of the current review of joint CCR processes and performance reporting. Although no changes to Suffolk performance reports will be made before the implementation of STORM (April/May 2013), enhancements are proposed to align reports to those provided in Norfolk.

**Actions & Priorities**

61. The CCR deployment plan ensures resources are available at key times to match demands. Reducing sickness absence, revised training and changes to management structures have all helped with the improved performance. The CCR is now taking a broader look at matching resources to demands in preparation for the summer period, including the use of call taker-trained police officers for continuity, increasing the pool of casual hours staff and the appointment of a dedicated duty planning officer.
62. Part of this work will be the CCRs commitment towards achieving the required performance in respect of response to emergency incidents. This will be a crucial element of management in respect of achieving the new measurements required from the time an event is recorded rather than the deployment of the resources (see Response Policing).
63. The new CCR manager has been appointed and is now working closely with the Chief Inspector, dealing with resource deployment and HR issues. Coupled with the appointment of Superintendent Dodman, who has specific overall responsibility for the CCR, there is now improved management oversight.

**Response to Emergency Incidents****G****Performance Summary**

64. Performance for attending emergency incidents within fifteen minutes was 90.4%. The chart right shows how performance had declined over recent months (red line) from about 91.5% in March 2012 down to 90.1% in January 2013. The red line does however show a very slight upturn in performance over the last two months. This is because the downward trend had been identified and a concentrated effort was made to ensure performance improved towards the end of the year. In fact Force performance in the final 4 weeks of the year was 94.1%. The chart below shows the last 8 weeks data and emphasises the improvement.



65. Part of the reason for the problem was an unusual spike in demand in January, being around 13% higher than normal. Most of the increase was felt by the Roads Policing & Firearms Operations Unit and in transport-related incidents, indicating that the weather was an important factor. 37% of the Force's total grade 1 demand is comprised of transport-related incidents and RPFOU attend 29% of all grade 1s, so unusual demand

and adverse weather can have a significant impact on the Force's overall performance.

66. The table right shows 2012/13 demand and performance by LPC and by unit. More detailed analysis has previously shown that performance suffers on the major road network at the fringes of the county and away from traditional response hubs. This analytical product is due for review to ascertain the success of proactive RPFOU lay-ups and roaming zones.
67. In 2013/14 and once the STORM command & control system is implemented, performance monitoring of emergency response will change to an urban/rural SNT split (15 minutes urban, 20 minutes rural). Year-to-date performance at the end of March 2013 by this new model is 89.8%, with performance in urban areas being more impacted than rural.
68. The implementation of the upgraded joint STORM command & control system across Norfolk and Suffolk is due in June 2013. Provision of data to support the performance management and reporting processes is being considered and discussions between relevant parties, including ICT, have begun, in order to minimise any disruption to service or loss of data.

	Demand	Perf
Babergh LPC	1917	86.9%
Beccles & Leiston LPC	788	78.3%
Bury St. Edmunds LPC	1451	93.5%
Felix/Wood LPC	1707	94.0%
Forest Heath LPC	1284	88.2%
Haverhill LPC	552	92.2%
Ipswich	3319	95.7%
Lowestoft	1559	95.8%
Mid Suffolk LPC	1712	79.4%
NRT	8136	91.8%
RPFOU	4169	87.3%
SNT	1105	90.9%
Other	879	91.7%
<b>Suffolk total</b>	<b>14289</b>	<b>90.4%</b>

**Actions & Priorities**

69. The emphasis on the end of year performance and the drive to achieve the 90% standard is now being reviewed. Much of the improvement was derived from better control and management of events through the CCR and by careful resource planning in key locations, particularly by the Roads Policing & Firearms Operations Unit. The results from this work will be assessed based on the likelihood of being able to sustain performance at this level from the available resources.
70. CCR operators are now required to ensure the use of the 'Select and Recommend' facility to assist with the most appropriate dispatch of resources.
71. A daily analysis of emergency incidents where the response target was missed is now provided to the CCR daily management meeting to ensure lessons are learnt and trends highlighted. Part of this is ensuring officers book arrival times promptly.