

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Suffolk Constabulary

October 2005

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Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Suffolk Constabulary's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities

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affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

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Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Sir Ronnie Flanagan, GBE, MA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Suffolk in terms of demography, policing environment and other socio-economic factors: Cambridgeshire, Devon and Cornwall, Gloucestershire, Norfolk, North Yorkshire, Warwickshire and Wiltshire. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

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Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance 	

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4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> • Non-crime activities of CDRPs and other partnerships • Use of ASB legislation, tools, etc • Road safety partnerships • Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <ul style="list-style-type: none"> • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> • Management of central operational support • Police use of firearms • Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> • Effectiveness of arrangements for roads policing • Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> • Costed training strategy and delivery plan • Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
6D Resource Management <ul style="list-style-type: none"> • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions 	6E Science and Technology Management <ul style="list-style-type: none"> • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> • Integrated strategic planning framework • External communication/ consultation • Relationship with local police authority (PA) • Police reform implementation • Internal communication/ consultation • Programme and project management • Management of reputation/ public expectations 	7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

Suffolk Constabulary is responsible for policing an area of 939,510 acres, with a population of 678,074 and 288,473 households. The area covered is principally rural and coastal and the force has three territorial areas: Eastern, Western and Southern. The Eastern Area HQ is at Halesworth, the Western Area HQ at Bury St Edmunds and the Southern HQ at the principal conurbation of Ipswich. Each area is divided into sectors, with boundaries matching those of local district or borough councils. There are a total of 14 sectors across the county, each commanded by an inspector or chief inspector. The territorial areas are supplemented in the delivery of policing services by force HQ-based units, including operations and crime management departments. The county is renowned for its scenic beauty and heritage coastline, which attracts many tourists. The strategic location of Felixstowe harbour and its prominence as the largest container port in the UK, together with the port's economic connection to mainland Europe, make the road network of the A12 and A14 extremely busy with commercial traffic.

The force HQ is based at Martlesham Heath on the outskirts of Ipswich. The HQ is a largely administrative centre, which is also home to the force's central switchboard, operations room and roads policing unit – all part of the operations department. Also located there are the crime management, HR, criminal justice, finance and resources, knowledge architecture and corporate development departments. In terms of full-time equivalent people, as at 1 July 2005, Suffolk Constabulary had 1305.32 police officers and 841.65 police staff, supplemented by 264 special constables, 15.58 traffic wardens and 34.73 community support officers (CSOs).

The chief officer team comprises a chief constable, deputy chief constable (DCC), assistant chief constable (ACC) and an assistant chief officer (ACO). The Chief Constable has been in post for over two years with, until recently, other chief officers in post for much longer periods. However, significant change has been experienced in the past few months, with the DCC having been appointed Chief Constable of Bedfordshire. Her departure in June 2005 creates the need for a period of temporary promotion, pending replacement. The ACC has been temporarily appointed to the DCC role, while the head of the crime management department is acting as ACC. The ACO also left the force on retirement in early 2005, as did the finance director. A newly appointed ACO, with no previous policing background, was appointed in June 2005. His arrival will herald a reorganisation of responsibility. The very experienced chair of the police authority (PA) stood down in June 2005 to devote more time to her business. A replacement has been appointed. The PA is also entering a time of considerable change, with a several new members appointed in June 2005.

The force has successfully achieved minimum annual 2% efficiency savings for the last few years and is currently on target to achieve an agreed overtime reduction by April 2006 as part of the national drive to improve work/life balance for all staff. Suffolk's performance is captured in the sections of this report dealing with six performance domains based on the police performance assessment framework (PPAF) and an additional seventh domain covering leadership and direction. Detailed performance tables are set out in Appendix 1 to this report. In summary, the force is achieving many of its principal targets; however, there has been a decrease in detections in key crime categories.

Following extensive consultation, in 2001/02 the Suffolk PA adopted a three-year programme to increase spending on policing in the county – primarily through the recruitment of additional front-line police officers and the development of scientific support services. At the same time it set the constabulary the challenge of making Suffolk the 'safest county in England and Wales by April 2006'. This led to the Suffolk First initiative which was designed to make

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people 'feel safe' as well as making sure they 'are safe' in terms of the actual risk of crime. This additional investment has now been completed, along with a range of other initiatives designed to meet the Suffolk First aim of becoming the safest county in the country. Considerable progress has been made and, as a result, Suffolk can lay claim to having achieved the status of the 'safest county in England'.

The existing Suffolk First twin aims of 'being safe' and 'feeling safe' have been retained and expanded to include customer care and quality of service. The new approach aims to provide people with what they say they want, ie a safe community, a good quality service and engagement with local issues and priorities. The Suffolk First programme has now been updated to Suffolk First For You, the aim of which is 'to provide Suffolk people with the safest local communities and highest quality services compared with similar areas in the country'.

A Suffolk First For You policing model has been developed that reflects the original Suffolk First twin aims linked by the National Intelligence Model (NIM) and also now makes a citizen-focused approach integral to the way policing is managed and delivered. The model reflects that this is not a bolt-on to existing ways of doing business, but something that requires cultural and operational change, at all levels of the constabulary. The model has five parts:

- **First for Citizens** – providing improved customer care and quality of service, as well as improving public access and the service provided to victims and witnesses;
- **First for Local Services** – increasing neighbourhood policing, devolving management to basic command units (BCUs), as well as improving partnership working and community engagement;
- **First for Safety** – increasing sanction detections, tackling violent and alcohol-related crime as well as developing the NIM and targeting level 2 criminality;
- **First for Staff** – reducing bureaucracy, better use of IT and modernising the workforce; and
- **First for Value** – underpinning everything is the need to make the best use of resources, by restructuring HQ, improving performance management, better inspections and more collaboration.

A programme board has been set up to drive forward the Suffolk First For You action plan.

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Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Fair	
1B Neighbourhood Policing and Community Engagement	Fair	Stable
1C Customer Service and Accessibility	Good	Stable
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Stable
2B Volume Crime Reduction	Good	Stable
2C Working with Partners to Reduce Crime	Good	Stable
3 Investigating Crime		
3A Investigating Major and Serious Crime	Fair	
3B Tackling Level 2 Criminality	Fair	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Good	Stable
3D Volume Crime Investigation	Good	Deteriorated
3E Forensic Management	Fair	Stable
3F Criminal Justice Processes	Fair	Stable
4 Promoting Safety		
4A Reassurance	Good	Improved
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Stable
5 Providing Assistance		
5A Call Management	Fair	Improved
5B Providing Specialist Operational Support	Fair	Stable
5C Roads Policing	Good	Stable
6 Resource Use		
6A Human Resource Management	Good	Stable
6B Training and Development	Good	Improving
6C Race and Diversity	Fair	
6D Resource Management	Good	Stable
6E Science and Technology Management	Fair	Stable
6F National Intelligence Model	Good	Stable
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Good	Stable
7C Performance Management and Continuous Improvement	Good	Deteriorated

1 Citizen Focus (Domain A)

Suffolk is acknowledged as one of the safest counties in England and Wales and its police force enjoys high support and satisfaction levels from its population. A reflection of the force's commitment to community relations can be seen in the Suffolk First strategy, which emphasises reassurance, accessibility and citizen focus as part of its drive to engage communities. Programmes of public consultation and youth engagement to divert young people from criminality and anti-social behaviour (ASB) support this. The Suffolk First programme is being developed into Suffolk First For You. While some of this development is progressive evolution, it is also intended to meet the challenges of the citizen focus and neighbourhood policing agendas.

1A Fairness and Equality

Fair

Strengths

- The chief officers all demonstrate a significant commitment to diversity. The Association of Chief Police Officers (ACPO) lead and diversity champion for the force is the DCC, who chairs the newly constituted diversity programme group. The ACC chaired the community and race relations steering group, which oversaw mainly external issues; the work that this group conducted is now incorporated within the diversity programme group. The Chief Constable has an overarching role and attends a number of specific groups (for example the Ipswich Commission for Race Equality) throughout the county. The newly appointed ACO (from May 2005) is a wheelchair user and brings a different strategic and practical perspective of diversity to the chief officer team.
- The diversity programme board was constituted in February 2005 and meets quarterly. Its membership comes from within and outside the constabulary.
- All police officers have diversity objectives set in their performance development reviews (PDRs).
- In 2004/05 the force detected 50.2% of racially or religiously aggravated offences, a rise of 1.1% on the previous 12 months. This compares favourably with the MSF average of 42.7% and the national average of 36.4%. This places it third out of eight in the MSF group and tenth out of 43 nationally.
- There is an active racial harassment forum, the Ipswich and Suffolk Council for Racial Equality (ISCRE) that has been in operation for many years. It is an external group, monitoring hate crime trends and also assisting the force when independent advice is required. There is also a Suffolk lesbian, gay, bisexual and transgender (LGBT) link police group with a similar role to ISCRE. Partnership meetings are held with specific community groups, such as the traveller support group and the refugee strategic implementation group.
- Suffolk First For You is the overarching and developing force strategy for service delivery. It has evolved from the previous strategy, Suffolk First, which has served the county well for the past five years. Suffolk First For You will enable the force to respond to the challenges posed by the citizen focus agenda.
- Each parish and ward has a nominated community police officer (CPO) with responsibility for maintaining contact with community representatives. CSOs are working alongside CPOs and in visible strategic sites.
- The PA holds the constabulary to account through a variety of subgroups.

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- The race equality scheme (RES) has been reviewed and republished after internal and external consultation.
- The existing community and race relations strategy has incorporated recommendations and actions arising from national reports. It is recognised that the existing strategy will be subsumed by the planned diversity strategy.
- The force follows national guidance when conducting community impact assessments following critical or major incidents and maintains a list of formal and informal community contacts who are able to assist in communicating with community groups concerned.
- Auditing of stop and search is carried out at sector, BCU and force levels. It is also monitored by the PA.
- All police officers and staff with direct face-to-face contact with the public have received a two-day community and race relations training package.
- The percentage of victims of racist incidents who were satisfied with the overall service provided was 74.4%. This is a new measure. The MSF average was 74.3% and the national average 71.5%, placing the force third out of seven and 13th out of 37 nationally.
- The number of racially or religiously aggravated offences per 1,000 population fell from 0.44 in 2003/04 to 0.36 in 2004/05, a reduction of 17.8%. This is lower than both the MSF (0.39) and national (0.70) averages, placing the force third out of eight and seventh out of 42 respectively.

Areas for Improvement

- Suffolk First For You is a developing strategy, designed to build on the excellent work of Suffolk First. The force has recognised that its external community focus needs to be modernised and Suffolk First For You is the vehicle on which to do this. Targets for citizen focus have been introduced under the First for Citizens banner.
- The force is currently developing a diversity strategy. It is considering options for the future, including the formation of a diversity unit and development of a diversity strategy.
- The force has no independent advisory group (IAG). Discussions are taking place between the force, the PA and relevant stakeholders. There are informal advisory networks in place and these have proved to be beneficial when dealing with critical incidents. The absence of an IAG restricts the force's ability to receive a range of perspectives when developing strategies and operations.
- The system for holding BCUs and departments to account for equality of service issues is developing. The lack of a diversity strategy is a barrier to linking the different aspects of equality of service.
- The PA system for holding the constabulary to account can be onerous. For example, stop and search is monitored in different ways by three different committees (performance committee, equal opportunities and diversity committee and engaging communities committee).
- The RES highlights the circumstances in which constabulary policies will be assessed against implications for, or affecting, race equality. All constabulary policies were risk assessed as being high, medium or low risk in October 2004. All new policies and amendments to existing policies will now receive a race impact

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assessment. A limited number of race impact assessments have been made and the diversity programme board will monitor an action plan.

- The difference between the satisfaction rates of white users and users from black and minority ethnic (BME) groups with respect to the service provided was 8.45 points. This is a new measure. The MSF average was 4.65 and the national average 6.8, indicating that the satisfaction gap is greater in Suffolk than in similar force areas.
- The difference between the percentage of detections for violence against the person offences comparing white and BME victims is 11.86 points. This is a new measure. The MSF average was significantly lower at 4.56 and the national average was 9.49.

1B Neighbourhood Policing and Community Engagement

Fair	Stable
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Strengths

- Suffolk is using its Suffolk First For You plan as a primary vehicle for community consultation and engagement. It builds on the good work of Suffolk First and incorporates elements of Consultation First and Our Communities Speak. There is evidence of collaboration with the PA, partners and stakeholders in the development of the plan. The ethos of Suffolk First For You is being reflected through all plans at force and BCU level. The first phase of marketing and introducing the strategy took place in April 2005. Further work is planned for October 2005.
- The Suffolk public service agreement was the first consortium-based public service agreement in the country. It is formulating targets based on improving perceptions of public safety and reassurance.
- Citizen First is one of the significant developments in the evolution of Suffolk First into Suffolk First For You. Citizen First features in corporate and BCU policing plans for 2005/06.
- The Chief Constable takes a personal lead in promoting Suffolk First For You and the other chief officers and senior managers at force and BCU level actively follow this lead.
- Following a best value review (BVR) by the PA, a consultation manager was appointed in 2002 to oversee a range of approaches to effective consultation. Suffolk was the first force to use interactive voting equipment, which proved to be highly successful in widening the range of people who could give their views, including youth, elderly and hard-to-reach groups.
- Suffolk published its consultation strategy *Consultation First* in September 2003. The force is a partner in multi-agency consultation projects across Suffolk. One is called Our Communities Speak, and is targeted at BME communities. The second is Suffolk Speaks, a citizens' panel managed by Suffolk County Council and in which the constabulary and district councils are partners.
- Suffolk has delivered core services through a system of sector policing in recent years, with the sector commander (inspector or chief inspector) being responsible for all aspects of performance within the sector. CPOs are the ground-level link and CSOs support them. Each parish and ward has a nominated CPO with responsibility for maintaining contact with community representatives.
- Partnership meetings with community groups, such as the traveller support group, refugee strategic implementation group and racial harassment forum, are held to provide additional opportunities for engagement.
- Eastern area is a pathfinder BCU for the national programme for neighbourhood policing teams.
- The force has published job descriptions and role profiles for its CPOs.
- The media strategy (Communication First) is designed to promote Suffolk First For You. The force enjoys a positive relationship with the local press and in early 2005 it took part in a series of television advertisements designed to demonstrate pride at living in, working in and serving the county.
- The percentage of people who think that their local police do a good job is 59.8%.

This is a new measure. The MSF average is 51.6% and the national average 48.6%, placing the force first out of eight and first out of 42 respectively.

Areas for Improvement

- Suffolk First For You is currently at developmental stage. It is a challenging project that will make a step change from the good work of Suffolk First. Development of citizen focus and community engagement is a key underlying theme for the programme. The transition from Suffolk First to Suffolk First For You is being planned deliberately and cohesively to ensure that the programme is owned by staff and recognised by partners and the communities of Suffolk.
- The force is developing its NIM processes to integrate greater community intelligence into the tasking and co-ordination group (TCG) process. This work was commented on in previous baseline assessments and it is still at a developmental stage.
- There is limited knowledge of community intelligence within the force. Development of this is part of the NIM project planning process and a pilot process is expected to be in place by late 2005.
- There is no structured system for monitoring community tension beyond the use of the daily tasking meeting for scrutinising critical incidents. The community safety unit (CSU) contributes to the monitoring of community tensions through its community engagement activity, particularly with hard-to-reach groups.
- There is some involvement by statutory and other partners in the TCG process and plans are in place to develop this.
- The force is playing a leading role in the development of the 'onesuffolk' portal to provide improved electronic access to public services in Suffolk.
- The force strategic review recognised that the sector policing model that has served the force well for many years was not an appropriate platform to develop neighbourhood policing. Eastern Area has been designated as the pilot BCU for neighbourhood policing in the force and the policing model will be developed during 2005/06.
- The force is undertaking a significant programme of development for the call-handling function, to develop this into a customer service centre.

1C Customer Service and Accessibility

Good

Stable

Strengths

- The DCC is the chief officer lead for customer care.
- Suffolk is using its Suffolk First For You plan as a primary vehicle for community consultation and engagement. It builds on the good work of Suffolk First and incorporates Consultation First and Our Communities Speak. There is evidence of collaboration with the PA, partners and stakeholders in the development of the plan. The force uses a wide range of consultation methods.
- There is increased public accessibility to police through a number of initiatives, including a police base at Ipswich Hospital, the Kirkley Centre and developments with other agencies in Eye. The current estates strategy was developed following a BVR.
- A BVR of customer care in 2004 made recommendations to improve the level of care provided by officers and staff. This review was one of the enablers for the evolution of Suffolk First into Suffolk First For You. This demonstrates the ability of the force to translate inspection results into positive action.
- Victim liaison officers are in place on all three BCUs. The No Witness, No Justice scheme was implemented in the central trials unit in early 2005 and is being rolled out across all three areas by December 2005.
- Event resolution units (ERUs) have been set up in all three areas. They are intended to alleviate the workload from response officers and allow telephone contact to be made with customers to seek resolution to minor and long-standing issues.
- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions (RTCs) satisfied with respect to making contact with the police is 91.5%. This is a new measure. The MSF average is 87% and the national average 87.8%, placing the force first out of seven and ninth out of 37 respectively.
- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police is 76.5%. This is a new measure. The MSF average is 75.6% and the national average 75.4%, placing the force fourth out of seven and 20th out of 37 respectively.
- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress is 61.7%. This is a new measure. The MSF average is 60.5% and the national average 58.5%, placing the force second out of seven and 11th out of 37 respectively.
- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with their treatment by staff is 90.3%. This is a new measure. The MSF average is 87.8% and the national average 87.8%, placing the force second out of seven and 12th out of 37 respectively.
- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with the overall service provided is 79.5%. This is a new measure. The MSF average is 77.8% and the national average 77.3%, placing the force third out of seven and 14th out of 37 respectively.
- The percentage of people who think that their local police do a good job is 59.8%. This is a new measure. The MSF average is 51.6% and the national average

48.6%, placing the force first out of eight and first out of 42 respectively.

- The percentage of victims of racist incidents satisfied with the overall service provided is 74.4%. This is a new measure. The MSF average is 74.3% and the national average 71.5%, placing the force third out of seven and 13th out of 37 respectively.

Areas for Improvement

- The force is developing a call centre at a site away from the HQ buildings. It recognises the need to improve its public contact facilities and plans to incorporate a call-taking facility and a central crime desk (CCD) within it. The site was due to become operational in spring 2005 but there has been slippage.
- The force is investigating possibilities of an increased presence in rural areas and is developing agreements with Tesco to provide contact facilities in their stores and with the fire authority to provide police facilities at six fire stations.
- A Policedirect portal communications system is being developed in Western Area and will be trialled during 2005/06.
- The force had maintained the award of Charter Mark until 2002, but made a positive decision to let the award lapse. Citizen focus has pushed this back onto the strategic agenda and the force has committed to reapply for the award at the end of 2006. A detailed and wide-reaching programme plan is in place to achieve this objective.
- A detailed reassessment of performance and inspection processes is being developed as a result of recommendations arising from the recent force review. The review identified that the constabulary's commitment to provide high standards of customer care was not always reflected in its policies and working practices. The constabulary recognises the need to adjust the outlook of its workforce and anticipates that increasing customer focus through the performance and inspection process will help in achieving this outcome.
- The BVR of customer care in 2004 has spawned a series of actions and strategies to be completed during 2005 and 2006. These are being progressed through the Suffolk First For You programme board.
- The quality of service commitment document has yet to be published, although the PA has agreed the implementation plan. The force's timetable for publication is in accordance with national timescales.
- The force has undertaken an equal opportunities validation exercise, through which it has clearer details of staff with disabilities to inform decision making. A total of 66.7% of Suffolk PA buildings open to the public were suitable for disabled access in 2004/05. This was an improvement of 3.7 points on the previous year (63.0%). The MSF and national averages of 82.7% and 76.9%, placing the force seventh out of eight and 23rd out of 38 respectively.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the Association of Police Authorities, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

Reducing crime is spread across three frameworks and Suffolk is in a strong position in all three. There is evidence of sustainable partnership work and the seeds have been sown for a victim care strategy to be fully developed and to become operational. The force has again been successful in reducing volume crime, with significant reductions in domestic burglary, robbery and vehicle crime. Violent crime per 1,000 population increased, but this is in line with the national picture. There are worrying indicators for the force in respect of repeat victimisation, where it is uncomfortably placed in comparison with its MSF group.

2A Reducing Hate Crime and Crimes against Vulnerable Victims | | | |------|--------| | Good | Stable | |------|--------|

Strengths

- The ACC is the ACPO lead for hate crime. The inspector community relations supports him at force HQ. The inspector has a co-ordinating role and maintains links with community organisations. At BCU level, sector commanders have geographic responsibility for hate crime.
- The ACC has policy lead for child abuse and domestic violence (DV). Practitioner support for these subjects comes from the crime department.
- Levels of hate crime and crimes against vulnerable victims are low across the county.
- Although the force has no overarching crime strategy, there is a documented force procedure in relation to hate crime. This has been updated following internal and external consultation and includes new guidance on repeat victimisation.
- Third-party reporting facilities are available through organisations such as ISCRE and the county racial harassment initiative. The LGBT police link group has also provided structures for such reporting. There are reporting centres at locations such as the Refugee Council and the Bangladeshi Support Centre. There is also a freephone helpline. The facilities are advertised by multilingual posters, pens, mobile advertisements and radio. These and other organisations throughout the county offer advice and support.
- The criminal justice board race and diversity subgroup has carried out a series of consultation events and participated in analysis of cases to identify incidents of racial discrimination present in processes or practices.
- BCU commanders promote activity against hate crime by monitoring and highlighting relevant crimes at the daily fast-time tasking meetings to review progress and the quality of the BCU response.
- All hate crime is monitored daily through the daily tasking meetings and all identified hate crimes are treated as critical incidents. It is possible to take this approach due to the low volumes of hate crime in the force. The CSU monitors trends.
- Our Communities Speak is a multi-agency consultation project targeted at BME communities. As part of the force's Suffolk First policing strategy, a consultation process called Consultation First has been formed to expand citizen focus and feedback mechanisms across all communities.
- Victim care units are being set up on BCUs. These will use joint police and

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multi-agency staff to focus on hate crime and vulnerable people issues. There is one in existence in Western Area and two more will be developed during 2005 in Eastern and Southern Areas. It is expected that all three centres will be operational by September 2005.

- There is evidence of multi-agency activity to reduce hate crime through the race hate forum and the LGBT police link group who monitor trends.
- The head of crime management is a member of the Suffolk area child protection committee (ACPC) as well as the serious case review panel. The force detective chief inspector (DCI) (operations) sits on the ACPC and on the ACPC policy and procedures group. The detective inspector for child protection retains ownership of child protection policy and represents the force on multi-agency working groups.
- The child protection teams (CPTs) have good liaison with the force high-tech crime unit and the online investigation team. This simplifies referral of suspects to the CPT in appropriate circumstances.
- The detective superintendent (operations) sits on the County DV forum and the strategic DV group. He retains the policy in this area. The force contributes to a variety of county-wide DV campaigns, operations and training initiatives. The constabulary provides funding support and accommodation for the county DV development officer.
- The force contributes to the multi-agency campaigns entitled Break the Pattern and White Ribbon.
- The level of racially or religiously aggravated offences per 1,000 population fell from 0.44 in 2003/04 to 0.36 in 2004/05, a reduction of 17.8%. This is lower than both the MSF (0.39) and national (0.70) averages, placing the force third out of eight and seventh out of 42 respectively.
- The percentage of racially or religiously aggravated offences that were detected increased by 1 percentage point from 50.2% in 2003/04 to 51.2% in 2004/05. These rates are above both the MSF average of 42.7% and the national average of 36.4%. This places the force third out of eight in its MSF group and tenth out of 43 nationally.
- The percentage of DV incidents with a power of arrest where an arrest was made that related to the incident was 73.9%. This is a new measure. The MSF average was 74.9% and the national average 54.6%, placing the force second out of three and tenth out of 28 respectively.
- The percentage of partner-on-partner violence was 74.8%. This is a new measure. The MSF average is 80.2% and the MSF average 73.6%.

Areas for Improvement

- The force has no standalone crime strategy. It relies on a series of force procedures. Hate crime procedures have recently been updated and the force is awaiting the next version of the ACPO hate crime manual before developing this further.
- The force is developing a victim care strategy. This should become operational in 2005/06.
- The force has yet to develop working practices for capturing community intelligence in a meaningful way. This restricts the amount of hate crime

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intelligence gathered. The force has draft procedures in place and will develop these in 2005/06.

- Hate crime is not treated as a strategic priority due to low volumes and it does not feature in control strategies. Hate crime trends are monitored on area and by the CSU.
- Hate crime trends and summaries of incidents are sent quarterly to sector commanders, who are required to action them. The low levels of hate crime, lack of analytical activity and absence of community intelligence make it difficult for responses to be made on anything other than a case-by-case basis.
- A protocol is currently being developed with the probation service, centred on the national integrated domestic abuse programme. This is an innovative project that is being developed within the county and is expected to produce positive outcomes.

2B Volume Crime Reduction

Good	Stable
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Strengths

- Recorded crime per 1,000 population was 78.82 offences in 2003/04. This fell to 76.84 offences per 1,000 population in 2004/05, a reduction of 2.5%. This is better than the MSF average, which is 83.29. Accordingly, the force ranks second out of eight in the MSF group. This rate is significantly below the national average of 105.37 and places the force fourth out of 42. In this category, the MSF and national averages both fell.
- Domestic burglary offences fell from 8.27 per 1,000 households in 2003/04 to 6.19 in 2004/05, a reduction of 25.1%. This was below the MSF average of 8.64 and placed the force second out of eight. The national average was 14.4 and this places the force fourth out of 43. In this category, the MSF and national averages both fell.
- In 2003/04 there were 0.43 robberies per 1,000 population. This fell to 0.38 in 2004/05, a reduction of 10.3%. The MSF average is 0.49 and this places the force second out of eight in the MSF group. The national average is 1.68 and this places the force seventh out of 42. In this category, the MSF and national averages both fell.
- Vehicle crime per 1,000 population in 2003/04 was 8.53 offences. This reduced by 5.5% in 2004/05 to 8.06 offences per 1,000 population. The MSF group average was 9.66, placing the force third out of eight. The national average is 13.99 and this places the force sixth out of 42. In this category, the MSF and national averages both fell.
- Violent crime per 1,000 population was 16.56 offences in 2004/05, an increase of 7.3% over the 2003/04 figure of 15.43. The MSF average was 17.18, placing the force third of eight in the MSF group. The national average was 22.44 and this places the force sixth out of 42. In this category of crime, the MSF and national averages both rose, reflecting the national picture of an overall rise in violent crime.
- The level of life-threatening crime and gun crime per 1,000 population was 0.24 in 2004/05, a fall of 14.3% (from 0.28) on the previous year. This is lower than the MSF (0.33) and national (0.61) averages, placing the force third out of eight and eighth out of 42 respectively.
- Violent crime committed by a stranger per 1,000 population was 3.65 in 2004/05, an increase of 8.4% (from 3.37) on the previous year. This is below both MSF (5.24) and national (9.87) averages, placing the force first out of six and seventh out of 34 respectively.
- Violent crime committed in connection with licensed premises per 1,000 population was 1.49 in 2004/05, an increase of 1.4% (from 1.46) over the previous year. This is below the MSF (1.69) and above the national (1.41) averages, placing the force third out of six and 18th out of 31 respectively.
- The percentage risk of an adult being a victim of a personal crime once or more in the previous 12 months was 4.7% in 2004/05, no change on the previous year. The MSF and national averages were 5.5% and 5.3%, placing Suffolk second out of eight and 20th out of 42 respectively.
- The percentage risk of a household being victim of a household crime once or

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more in the previous 12 months was 14.7%, an increase of 0.3 points (from 14.4%) on the previous year. This is below MSF (17.4%) and national (17.9%) averages, placing Suffolk first out of eight and ninth out of 42 respectively.

- The percentage of domestic burglaries where the property has been burgled in the previous 12 months was 2.3% in 2004/05, an increase of 1.2 points (from 1.0%) on the previous year. This is considerably below both MSF (6.3%) and national (8.3%) averages, placing the force second out of seven and second out of 37 respectively.
- The ACC is the ACPO lead for volume crime and there is an effective performance structure of monthly performance meetings on each BCU, supporting the structure of force management board (FMB) and the tasking and co-ordination system.
- Fortnightly tactical TCG meetings are held at both BCU and force level, the latter of which is chaired by the ACC. Daily tasking meetings are also held and these are used to deploy resources in response to critical incidents, developing crime trends or significant occurrences.
- Six-weekly HQ crime conferences and six-monthly crime briefing sessions are held to disseminate best practice with areas.
- Force priorities for volume crime reduction agreed with the PA and set out in the policing plan are designed to help meet the aim of making Suffolk the safest county in England and Wales. Specific volume targets are set for domestic burglary, violent crime in a public place, robbery, vehicle crime, criminal damage and disorder incidents. Differentiated targets have been set for each BCU and performance is monitored monthly by the ACC.
- The constabulary has worked with the seven local authorities to develop responses to the Licensing Act 2003. During the summer of 2004 the Ipswich sector supported the Home Office initiative to tackle violent crime and the Police Standards Unit (PSU) winter initiative was supported across the force. The multi-agency Nightsafe initiative has been developed force-wide to tackle alcohol-related crime. This was reinforced by the force control strategy, including Violence in a Public Place as its primary priority during the period October 2004 to April 2005.
- The impact of crime reduction as a tactical option for either a problem or target profile is discussed at both the BCU and force fortnightly tactical TCG meetings. Representatives from crime reduction attend the meetings and are tasked to develop suitable tactics.
- The force has a problem-oriented policing programme called Pathway. This is aimed at reducing ASB and lower-level crime. Pathway initiatives are identified and actioned through the tasking process.

Areas for Improvement

- The force has no current crime strategy. Its most recent one ran from 1998 to 2001; it has considered updating the strategy but has made a conscious decision not to write one as it uses the NIM as the primary business process. A wide range of crime-related source documents are accessible on the intranet.
- The force received an overall Amber grading from the Audit Commission for National Crime Recording Standard (NCRS) compliance in 2004.
- Violent crime committed in a public place per 1,000 population was 10.11 in 2004/05, an increase of 6.9% (from 9.46) on the previous year. This is above the MSF (9.66) but below the national (13.86) averages, placing the force fourth out

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of six and 13th out of 34 respectively.

- Violent crime committed under the influence of intoxicating substances per 1,000 population was 6.31 in 2004/05, an increase of 6.4% (from 5.93) on the previous year. This is above both MSF (5.07) and national (4.16) averages, placing Suffolk fourth out of six and 25th out of 32 respectively.

2C Working with Partners to Reduce Crime

Good

Stable

Strengths

- The ACC is responsible for partnership and attends the BCU commanders' meeting with PA representatives to discuss crime and disorder reduction partnership (CDRP) issues. Partnership features in the ACC's performance schedule with BCU commanders. Suffolk is a pilot local area agreement area and all chief officers contribute to different strands of the local area agreement.
- The force actively uses the Anti-Social Behaviour Order (ASBO) legislation and has had success in this area. ASBO policy is clearly understood at area level and training has been provided to all inspectors.
- A sponsorship income generation post has been created to co-ordinate and support bids for crime and disorder reduction funding.
- Within each CDRP the local authority community safety representatives are actively involved with BCU performance evaluators in reviewing overall performance and they link directly with community safety inspectors over CDRP issues.
- There is a strong link from objectives in the national policing plan through to force objectives in the Suffolk policing plans. Area commanders then use these objectives in their local plans to ensure a link to CDRP initiatives, where appropriate. The majority of CDRP targets relate back in turn to the Suffolk policing plan and Suffolk First initiatives.
- There is effective linkage between the BCUs, the force, the CDRPs and the county-wide drugs action team and probation service.
- A CSU at force HQ supports CDRP activity undertaken across the county and at area level by disseminating best practice regarding a range of crime and disorder reduction topics through a team of CSU staff with specialist skills (eg the DV development officer).
- A collaborative BVR of community safety in Suffolk reported in October 2004 and concluded that the constabulary was performing well.
- Each BCU employs a partnership manager, a police staff post, who is responsible for local delivery.
- Action against drugs is an integrated part of the CDRP community safety strategies, drugs action team plans and force priorities.
- There were 6.19 domestic burglaries per 1,000 households in 2004/05, a 25.1% reduction on the 2003/04 figure of 8.27. This is below the MSF average of 8.64 and substantially below the national average of 14.40, placing Suffolk second out of eight in its MSF group and fourth out of 43 nationally.
- In 2003/04 there were 0.43 robberies per 1,000 population. This fell to 0.38 in 2004/05, a reduction of 10.3%. The MSF average is 0.49 and this places the force second out of eight in the MSF group. The national average is 1.68 and this places the force seventh out of 42. In this category, the MSF and national averages both fell.
- Vehicle crime per 1,000 population in 2003/04 was 8.53 offences. This reduced by 5.5% in 2004/05 to 8.06 offences per 1,000 population. The MSF group average was 9.66, placing the force third out of eight. The national average is 13.99 and this places the force sixth out of 42. In this category, the MSF and national averages both

fell.

- Violent crime per 1,000 population was 16.56 offences in 2004/05, an increase of 7.3% over the 2003/04 figure of 15.43. The MSF average was 17.18, placing the force third of eight in the MSF group. The national average was 22.44 and this places the force sixth out of 42. In this category of crime, the MSF and national averages both rose, reflecting the national picture of an overall rise in violent crime.
- The level of life-threatening crime and gun crime per 1,000 population was 0.24 in 2004/05, a fall of 14.3% (from 0.28) in the previous year. This is lower than the MSF (0.33) and national (0.61) averages, placing the force third out of eight and eighth out of 42 respectively.
- Total recorded crime per 1,000 population in 2004/05 was 76.84, a reduction of 2.5% (from 78.82) from the previous year. This is below the MSF (83.29) and national (105.37) averages, placing the force second out of eight and fourth out of 42 respectively.
- The percentage risk of an adult being a victim of a personal crime once or more in the previous 12 months was 4.7% in 2004/05, no change on the previous year. The MSF and national averages were 5.5% and 5.3%, placing Suffolk second out of eight and 20th out of 42 respectively.
- The percentage risk of a household being victim of a household crime once or more in the previous 12 months was 14.7%, an increase of 0.3 points (from 14.4%) on the previous year. This is below MSF (17.4%) and national (17.9%) averages and places Suffolk first out of eight and ninth out of 42 respectively.

Areas for Improvement

- The three CDRPs on the Western Area are piloting a programme of collaboration. This will be evaluated and may provide a solution for the growing national problem of rural CDRPs being stretched beyond their limited resources.
- Partner agencies are invited to tactical TCG meetings but take-up is low and variable. Evidence from partners suggests that the wide geographical spread of the county is a barrier to greater attendance.
- While there is a corporate lead from the CSU in co-ordination and support for funding bids, this work can be diminished by the difficulties in persuading all CDRPs to contribute to a proposed course of action.

3 Investigating Crime (Domain 2)

The second crime domain involves investigation and covers a wide series of frameworks. The downward trend for volume crime investigation that was identified in the October 2004 baseline assessment is still relevant. The force sits in the bottom half of its group for detection of violent crime and robbery and, unlike the crime reduction statistics, is not in the top quartile for any of the major crime categories. Suffolk has developed its NIM processes to respond to demand through a series of daily meetings and fortnightly tasking groups. At a strategic level, the force strategic assessment and control strategy dictate activity and resource allocation. Like some other forces, Suffolk has taken the view that this approach replaces the need for an overarching crime strategy. There is an emerging view that this approach may lead to some weaknesses and there is evidence in Suffolk of some misinterpretation of investigative policy at an operational level. Suffolk's grading for criminal justice processes has fallen from Excellent to Fair since October 2004. This framework has seen significant expansion since the last assessment and now includes additional elements. While the structured strategic approach to criminal justice remains and the force continues to perform very well in relation to youth justice, the framework now includes a wider assessment of custody facilities and processes. It also incorporates the Police National Computer (PNC) – Suffolk is one of only four forces that had not put in place arrangements to input DNA and fingerprint data at the point of arrest.

3A Investigating Major and Serious Crime

Fair

Strengths

- The force has a major investigation unit whose role is to provide the primary response to major crime. This consists primarily of a core of detectives, HOLMES (Home Office Large Major Enquiry System) managers and index supervisors. Guidance that seeks to evenly distribute and reduce additional area resource abstractions to protracted investigations has been published.
- The force has a major investigations policy, which covers a range of considerations, including the grading of incidents, staff deployments, scene preservation, setting up of an incident room and good practice.
- There is a cadre of appropriately qualified senior investigating officers (SIOs) who are called out on a rota basis.
- Critical incidents and all missing persons are discussed at the daily level 1 and 2 tasking meetings. This ensures that the appropriate response can be adjusted if necessary and resources deployed accordingly.
- The Health and Safety Executive reports an improved response from the force in relation to work-related deaths.
- Major investigations are set up by the SIO. The principle HOLMES indexer will be called out to open one of three incident rooms located at Lowestoft, Bury St Edmunds and force HQ.
- The head of investigations operates a system to classify major investigations that fall outside the remit of the major investigations department. These are graded using professional judgement and utilise a limited HOLMES system. After risk assessment, some enquiries are run outside the HOLMES arena, using policy files and action books. While this does not comply fully with major incident room standard administrative procedures, the force believes that it is a pragmatic solution that meets its needs.

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- The force has an effective call-out system of designated SIOs. There is also an on-call system for media support.
- The force has a system to review old murder investigations and stranger rape. These are based on guidelines set out in the ACPO murder manual.
- Mutual aid protocols have been developed, primarily with the two collaborative forces in the Three Counties Programme (Norfolk and Cambridgeshire). Suffolk assisted Cambridgeshire with aspects of Operation Fincham (Soham) murders.
- The number of murders per 10,000 population fell from 0.088 in 2003/04 to 0.059 in 2004/05, a reduction of 33.3%. This is above both MSF and national averages, placing the force second out of eight and eighth out of 42 respectively.
- The murder detection rate remained at 100%. This is below the MSF but above the national average, placing the force equal fourth out of eight and equal 13th out of 43 respectively.
- The level of life-threatening and gun crime per 1,000 population fell from 0.28 in 2003/04 to 0.24 in 2004/05, a reduction of 14.3%. This is below both MSF and national averages, placing the force third out of eight and eighth out of 42 respectively.
- The number of abductions per 10,000 population fell from 0.015 in 2003/04 to nil in 2004/05. This is below both MSF and national averages, placing the force first= out of eight and third= out of 42.
- The number of attempted murders per 10,000 population rose from 0.06 in 2003/04 to 0.07 in 2004/05, an increase of 25%. This is below both MSF and national averages, placing the force third out of eight and 13th out of 42 respectively.
- The percentage of attempted murder crimes detected decreased from 100% in 2003/04 to 80% in 2004/05, a decrease of 20 points. This is identical to the MSF average and above the national average, placing the force equal fourth out of eight and equal 19th out of 43 respectively.

Areas for Improvement

- The force has no current crime strategy. Its most recent one ran from 1998 to 2001 and work has not progressed to replace it. It uses the NIM as its primary business driver.
- The system for identifying critical incidents at an early stage relies heavily on the force operations room (FOR) inspector. There is limited understanding of the concept of a critical incident below inspector level. Critical incident training was delivered to sector commanders and front-line supervisors when the COMPACT (missing persons) system was introduced.
- The force has no IAG to act as a point of reference for investigations. It does have a network of community contacts who have been used effectively in previous high-profile investigations.
- Due to the limited number of critical and major incidents within the force, there is a variation in skill levels among SIOs. This is compensated for by systems of mentoring and shadowing as part of SIO training, but does result in inexperienced SIOs being placed on-call to manage the initial investigative response to potentially complex enquiries.
- The detective chief superintendent leads for investigations in the Three Counties

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Programme. During 2005/06 a series of workstreams is being developed, to ensure consistency in investigative practices.

- Performance management for major investigations is dealt with on a case-by-case basis and is largely limited to budgetary reporting.
- The number of rapes per 10,000 population rose from 2.54 in 2003/04 to 2.68 in 2004/05, an increase of 5.8%. This is above the MSF (2.33) and national (2.65) averages, placing the force seventh out of eight and 28th out of 42 respectively.
- The percentage of rape crimes detected in 2004/05 was 20.9%, a 5.3 point fall from the 2003/04 figure of 26.2%. The force was below both the MSF (26.2%) and national (29.5%) averages, placing it eighth out of eight and 39th out of 43 respectively.
- The number of blackmails per 10,000 population fell from 0.192 in 2003/04 to 0.18 in 2004/05, a reduction of 7.7%. This is above the MSF (0.14) average but below the national (0.28) average, placing the force eighth out of eight and 24th out of 42 respectively.
- The number of blackmail crimes detected fell from 38.55 in 2003/04 to 8.3% in 2004/05, a fall of 30.1 points. This is below both MSF and national averages and places the force eighth out of eight and 42nd out of 43 respectively.
- The number of kidnappings per 10,000 population increased from 0.206 in 2003/04 to 0.43 in 2004/05, an increase of 107.1%. This is above the MSF but below the national average, placing the force seventh out of eight and 26th out of 42 respectively.
- The percentage of kidnappings detected fell from 100% in 2003/04 to 55.2% in 2004/05, a reduction of 44.8 points. This is above both MSF and national averages, placing the force equal third out of eight and equal 18th out of 43 respectively.
- The percentage of manslaughter crimes detected fell from 100% in 2003/04 to 0% in 2004/05. This is below both MSF and national averages and places the force equal fifth out of eight and equal 33rd out of 43 respectively.
- Specialist support for areas from the crime management division (CMD) was due to be guided by service level agreements (SLAs) from April 2004. Some of these were in place from this date but full implementation of SLAs remained a key action within the CMD's action plan for 2004/05. SLAs for child protection and the witness protection unit were produced during 2004/05 but others have yet to be completed.
- There is no unresolved case review activity taking place in the force.

3B Tackling Level 2 Criminality

Fair

Strengths

- The strategic assessment contains references to criminal networks operating at level 2 in relation to control strategy crimes such as Class A drugs, distraction burglary and robbery. Suffolk has contributed to regional strategic assessments and problem profiles through the production of network charts in relation to Class A drug dealers, offenders suspected of distraction burglary and robbery. Problem profiles have been completed in relation to Class A drugs (market profile), violent crime (including armed robbery), prostitution and distraction burglary. The strategic assessment does not fully appreciate the force's proximity to London and the implications of the major port of Felixstowe.
- The Suffolk PA strategy plan 2005–08 sets out the proposed direction of the PA in tackling level 2 criminality and financial crime within the Suffolk First For You framework. Serious and organised crime is targeted through the level 2 NIM process supported by level 2 daily tasking meetings. The force has also supported the regional intelligence cell approach and has dedicated a detective sergeant to this team. Operation Arctic is an example of joint resources being used to tackle a team of organised criminals committing armed robberies across four counties. Force strategic assessments are submitted to the region and assist development of regional strategic assessments.
- The ACC is the ACPO lead for level 2 crime. He chairs the fortnightly force tactical TCG and is also chair of the regional strategic TCG and the regional special branch TCG. The Chief Constable chairs the force strategic TCG and all three ACPO officers attend this. All three ACPO officers are authorising officers for the Regulation of Investigatory Powers Act in relation to level 2 criminality.
- The force tactical TCG is responsible for commissioning level 2 operations. The control strategy is strictly adhered to in prioritising these operations. No assessment matrix is used for this purpose.
- There is evidence of proactive investigations into cross-boundary crime, level 2 drug trafficking and organised immigration crime, particularly around the ports of Felixstowe and Lowestoft and the extensive Eastern Suffolk coastline. A joint operation into commercial robberies is being conducted with Essex, Norfolk and Cambridgeshire and positive outcomes have been experienced, both in terms of offences detected and collaborative working practices.
- Cross-border support in major investigations is formalised via a series of agreements and protocols covering such activities as surveillance, covert operations, test purchasing and financial investigation.
- Suffolk has arrangements in place with Norfolk and Cambridgeshire for mutual aid in major investigations.
- Operation Arctic is a joint operation between Cambridgeshire, Norfolk, Essex and Suffolk, addressing the shared problem of organised gangs stealing cash machines. Each of the forces provides surveillance resources as the lead force on the operation one week in four.
- Suffolk has a surveillance capability, which has been expanded to provide two surveillance teams since early 2004. Surveillance assignments go through the TCGs. Innovative sharing protocols are in operation to maximise the effectiveness of the resources pool, and Operation Arctic is a sound example of these

arrangements.

- The force operates a drugs and serious crime unit of two detective sergeants and 22 detective constables. They are tasked through the force tactical TCG and work collaboratively across the region. Each BCU operates an area support team of two sergeants and 20 constables, who operate as the BCU proactive team. This gives the force capacity to operate across BCU boundaries.
- The force has committed two police officers to work jointly with HM Revenue and Customs as part of a port crime team based at Felixstowe. Its remit is to share intelligence in order to target, arrest or disrupt criminals active within the port area. Two police officers have also been assigned to HM Immigration Service to assist in identifying and targeting illegal entrants against set terms of reference. These initiatives have assisted in an improved flow of intelligence. A detective constable within the force intelligence bureau has recently returned to force from the National Criminal Intelligence Service (NCIS) and maintains excellent liaison with them.
- A special operations unit of two detective constables was created in 2004 to take a lead in undercover test purchase operations. They were utilised in Operation Taurus, which saw 28 people convicted for the supply of crack cocaine and heroin. The force also operates a technical support unit consisting of three members of staff.
- To match demand, there has been an increase in financial investigators from three to seven (three police officers and four police staff).
- The force has developed its analytical capability, devoting a senior analyst, two analysts and an assistant analyst purely to level 2 work generated from the force level 2 TCG meeting and from the regional tasking forum.
- Three officers are trained in witness protection duties and one is employed full-time. There is a witness protection policy that complies with national guidelines. There are collaborative arrangements with other forces within the region.
- The quarterly strategic assessment contains reference to the threat posed by international terrorism, Irish terrorism, domestic extremism and public order. Each tactical assessment contains a threat assessment and briefing compiled by special branch. A special branch TCG meeting takes place monthly to identify priorities for action against the special branch control strategy.
- Violent crime per 1,000 population increased from 15.43 in 2003/04 to 16.56 in 2004/05, an increase of 7.3%. This is below both MSF and national averages, placing the force third out of eight and sixth out of 42 respectively.
- Life-threatening crime and gun crime per 1,000 population fell from 0.28 in 2003/04 to 0.24 in 2004/05, a reduction of 14.3%. This is below both MSF and national averages, placing the force third out of eight and eighth out of 42 respectively.
- The number of Class A drug supply offences brought to justice per 10,000 population increased by 0.3% from 2003/04 to 2004/05 and was above the MSF average but below the national average.
- The number of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine increased 8.7 points, from 19.1% in 2003/04 to 27.8% in 2004/05. This is above both MSF and national averages.
- The number of confiscation orders increased 440%, from five in 2003/04 to 27 in

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2004/05. This is above the MSF average but below the national average.

- The value of confiscation orders increased by 295%, from £77,584 in 2003/04 to £306,577 in 2004/05. This is marginally below the MSF average.

Areas for Improvement

- Suffolk is a rural force and is unable to fully resource the range of activities required in this complex functional area. This is recognised by the force and has resulted in pragmatic collaborative arrangements. Rotation of resources (eg surveillance teams) between collaborative forces does inhibit Suffolk's ability to tackle its own cross-BCU level 2 criminality.
- The processes for measuring community intelligence are developing and are not yet sufficiently robust to impact the requirement for level 2 intelligence. The intelligence requirement makes limited mention of proactive intelligence searching on immigration, gun crime and money laundering crime.
- There is a lack of IT compatibility with surrounding forces.
- The percentage of all Class A drug supply offences resulting in a caution or conviction that relate to heroin decreased by 11.5 points in 2004/05. This was below the MSF and national averages.
- There were no joint operations between the force and NCS.
- There was one joint operation between the force and Revenue and Customs in 2004/05 compared with an MSF average of 3.3 and national average of 6.78.
- The number of forfeiture orders fell from 19 in 2003/04 to two in 2004/05. This compares with an MSF average of 7.6 and a national average of 18.21.
- The forfeiture value fell from £15,069 in 2003/04 to £372 in 2004/05. This compares with the MSF average of £7,721 and a national average of £79,822.
- Trafficking in controlled drugs per 1,000 population increased by 15.9% from 0.45 in 2003/04 to 0.52 in 2004/05. This is above the MSF and the national averages and places the force last in its MSF group.
- The percentage of detected trafficking in controlled drugs offences fell from 95.4% in 2003/04 to 80.6% in 2004/05. This is below both MSF and national averages and places the force seventh out of eight in its MSF group.

3C Investigating Hate Crime and Crimes against Vulnerable Victims

Good	Stable
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Strengths

- The ACC is the ACPO lead for hate crime. The inspector community relations supports him at force HQ. The inspector has a co-ordinating role and maintains links with community organisations. At BCU level, sector commanders have geographic responsibility for hate crime.
- The ACC also has policy lead for child abuse and DV. Practitioner support for these subjects comes from the crime department.
- Levels of hate crime and crimes against vulnerable victims are low across the county.
- Although the force has no overarching crime strategy, there is a documented force procedure in relation to hate crime. This has been updated following internal and external consultation and includes new guidance on repeat victimisation.
- Third-party reporting facilities are available through organisations such as ISCRE and the county racial harassment initiative. The LGBT police link group has also provided structures for such reporting. There are reporting centres at locations such as the Refugee Council and the Bangladeshi Support Centre. There is also a freephone helpline. The facilities are advertised by multilingual posters, pens, mobile advertisements and radio. These and other organisations throughout the county offer advice and support.
- The criminal justice board race and diversity subgroup has carried out a series of consultation events and participated in analysis of cases to identify incidents of racial discrimination present in processes or practices.
- BCU commanders promote activity against hate crime by monitoring and highlighting relevant crimes at the daily fast-time tasking meetings to review progress and the quality of the BCU response.
- All hate crime is monitored daily through the daily tasking meetings and all identified hate crimes are treated as critical incidents. It is possible to take this approach due to the low volumes of hate crime in the force. The CSU monitors trends.
- Resource centres have been introduced in the past financial year and are in a state of development. These will use joint police and multi-agency staff to focus on hate crime and vulnerable people issues.
- Our Communities Speak is a multi-agency consultation project targeted at BME communities. As part of the force's Suffolk First policing strategy, a consultation process called Consultation First has been formed to expand citizen focus and feedback mechanisms across all communities.
- Victim care units are being set up on BCUs. There is one in existence in Ipswich and two more will be developed during 2005.
- There is evidence of multi-agency activity to reduce and investigate hate crime through the race hate forum and the LGBT police link group, who monitor trends.
- Data-sharing protocols have been drawn up with the County Council racial harassment initiative, ISCRE and the Victim Support Service. A case conference

and review structure has been implemented.

- The head of crime management is a member of the Suffolk ACPC as well as the serious case review panel. The force DCI (operations) sits on the ACPC and the ACPC policy and procedures group. The detective inspector for child protection retains ownership of child protection policy and represents the force on multi-agency working groups.
- The CPTs sit within the area victim care centres. This co-location enables child abuse to be investigated more quickly when it occurs within DV situations. Co-ordination of the specialist trained staff in the victim care centres is intended to lead to greater effectiveness in No Witness, No Justice and Narrowing the Justice Gap.
- Each BCU has two public protection officers who are dedicated to the management of potentially dangerous offenders. The force DCI (operations) sits on the multi-agency police protection arrangements (MAPPA) management board and retains policy in this area. MAPPA meetings are attended at BCU level by the detective inspector (intelligence).
- The detective superintendent (operations) sits on the county DV forum and the strategic DV group. He retains the policy in this area. The force contributes to a variety of county-wide DV campaigns, operations and training initiatives. The constabulary provides funding support and accommodation for the county DV development officer.
- The force contributes to the multi-agency campaigns entitled Break the Pattern and White Ribbon.
- The level of racially or religiously aggravated offences per 1,000 population fell from 0.44 in 2003/04 to 0.36 in 2004/05, a reduction of 17.8%. This is lower than both the MSF (0.39) and national (0.70) averages, placing the force third out of eight and seventh out of 42 respectively.
- The percentage of racially or religiously aggravated offences that were detected increased by 1 percentage point, from 50.2% in 2003/04 to 51.2% in 2004/05. These rates are above both the MSF average of 42.7% and the national average of 36.4%. This places the force third out of eight in its MSF group and tenth out of 43 nationally.
- The percentage of DV incidents with a power of arrest where an arrest was made that related to the incident was 73.9%. This is a new measure. The force is below the available percentage for its MSF group (74.9%) but above the national average of 55.7%, placing it second out of three and tenth out of 28 respectively.
- The percentage of partner-on-partner violence was 74.8%. This is a new measure and Suffolk is below the MSF average of 80.2% but above the national average of 74.1%.

Areas for Improvement

- The force has no standalone crime strategy. It relies on a series of force procedures. Hate crime procedures have recently been updated and the force is awaiting the next version of the ACPO hate crime manual before developing this further.
- The force is developing a victim care strategy.
- The force has yet to develop a strategy for capturing community intelligence in a

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meaningful way. This restricts the amount of hate crime intelligence gathered.

- Hate crime is not treated as a strategic priority due to low volumes and it does not feature in control strategies. Little analysis is conducted on hate crime, again due to the low volume. Hate crime is generally investigated on a case-by-case basis, normally by patrol officers attached to sectors.
- Hate crime trends and summaries of incidents are sent quarterly to sector commanders who are required to action them. The low levels of hate crime, lack of analytical activity and absence of community intelligence make it difficult for responses to be made on anything other than a case-by-case basis.
- A protocol is currently being developed with the probation service, centred on the national integrated domestic abuse programme.
- The force is in the process of setting up victim care units, one for each BCU. The Bury St Edmunds centre opened in January 2005, the Lowestoft centre in April and the Ipswich centre is scheduled for September 2005. Each unit is managed by a detective inspector and will consist of a CPT and five victim care officers. These centres will develop their expertise during 2005/06.

3D Volume Crime Investigation

Good

Deteriorated

Strengths

- The ACC is the ACPO lead for volume crime. Monthly performance meetings are held between him and each of the three area commanders to discuss volume crime performance. Both strategic and tactical TCGs are held fortnightly at BCU level and daily tasking meetings are held throughout the force.
- A 'crime allocator' is appointed to each BCU. It is their role to allocate crime to be investigated and review investigative opportunities.
- Volume crime features strongly in the control strategy and tactical assessments. The tactical TCG meetings held on BCUs deal with volume crime trends and patterns and deploy resources and tactics according to demand.
- The force has published a sanction detections action plan.
- The percentage of burglary dwelling detected was 18.6% in 2003/04, increasing to 21.1% in 2004/05. This places the force above the MSF average of 18.5% and it is ranked third out of eight. It also places it above the national average of 15.9% and ranks it 13th out of 43.
- The detection rate for violent crime was 42.2% in 2004/05, an increase of 0.7 points from 2003/04, when the rate was 41.5%. This was above both the MSF average of 37.1% and the national average of 34.3% and placed Suffolk third out of eight in its MSF group and 11th out of 43 nationally.
- The detection rate for notifiable or recordable offences resulting in a charge, summons or caution was 28.9% in 2004/05, an increase of 5.1 points from 2003/04 when the rate was 23.8%. This was above both the MSF average of 22.7% and the national average of 20.7% and placed Suffolk first out of eight in its MSF group and second out of 42 nationally.
- The detection rate for all crime was 32.1% in 2004/05, a deterioration of 0.5 points from 2003/04, when the rate was 32.6%. This was above both the MSF average of 29% and the national average of 25.7% and placed Suffolk second out of eight in its MSF group and eighth out of 43 nationally.
- The force has a fully operational Spectrum automatic number plate recognition (ANPR) van and three car-mounted units. There is also one mobile covert unit. The ANPR team has two full-time traffic officers and a full-time database administrator. The number of trained staff has increased.
- There is a structured 'bottom up' and 'top down' internal consultative structure for the setting of the force control strategy. A level of corporacy is achieved by requiring the first item on the force control strategy to be included in local control strategies.
- Auditing is carried out at a sector level by the sector commander being asked to review 25 crimes per month.

Areas for Improvement

- The force does not have a standalone crime strategy, although procedures are outlined in standing orders. Crime investigation is devolved to BCUs. There is evidence to suggest that this may give rise to differences in interpretation in screening decisions, quality of investigations and disposal decisions.

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- There are no minimum investigative standards set by the force.
- The force received an Amber grading from the Audit Commission for NCRS compliance in 2004.
- There is evidence of misunderstanding of key components of sanction detections by operational officers, especially the use of warnings. This evidence is underlined by the HMIC detections reconnaissance in 2004; this found that there was inconsistency in the issuing of cautions.
- The ERUs have been designed to carry out crime investigation by telephone, although there is no central crime management system to screen crime. The FMB has approved the formation of a CCD, but implementation has yet to be completed. The FMB has also approved a new screened-out crime policy once the CCD is up and running.
- Some screening decisions are carried out in the FOR. There is evidence to suggest that screening decisions made by operators impact negatively on internally-set targets. An example relates to the force failing to meet its own target for forensic attendance at every category of crime scene.
- Reviews of volume crime investigations are carried out on an ad hoc basis by sector commanders and detective inspectors.
- The detection rate for robbery was 29.2% in 2004/05, a deterioration of 2.1 points from 2003/04, when the rate was 31.4%. This was above both the MSF average of 26.2% and the national average of 19.9% and placed Suffolk fourth out of eight in the MSF group and 16th out of 43 nationally.
- The detection rate for vehicle crime was 10% in 2004/05, an improvement of 0.9 points from 2003/04, when the rate was 9.1%. This was below both the MSF average of 12.5% and the national average of 10.1% and placed Suffolk seventh out of eight in the MSF group and 29th out of 43 nationally.
- SLAs for the provision of specialist support to areas were due to be introduced in April 2004. They became part of the CMD plan for 2004/05. While some SLAs are now in place, others are still outstanding.

3E Forensic Management

Fair

Stable

Strengths

- The ACC is the ACPO lead for forensic management. The scientific services manager reports to the detective chief superintendent. The ACC attends the ACPO eastern region forensic sciences group meeting.
- Scientific services are staffed and controlled centrally from three bases across the county. Their structure is not coterminous with BCU boundaries.
- Scientific support services are integrated into both force and area TCG processes.
- The senior scenes of crime officer (SOCO) in each of the three forensic offices attends level 1 TCG meetings on the three BCU areas. The difference in alignment between the forensic offices and BCU areas makes this a pragmatic solution.
- The force is engaged at a regional level and mutual assistance agreements are in place with surrounding forces.
- Part of the Suffolk First strategy is the scientific support development plan. This encompasses the development of staffing levels, budgets, equipment and resource allocation. There are targets for forensic services. The CMD business plan includes elements of scientific services strategy. The major incident policy document outlines the generic strategy for scientific support to major crime.
- The scientific services manager and principal SOCO act as forensic co-ordinators for major incidents. The senior on-call SOCO will co-ordinate the forensic response from available resources.
- The tactical support unit has a comprehensive range of equipment to support covert operations. Equipment prioritisation is based on current and anticipated requirements.
- SLAs between scientific support and BCUs have been drafted but are not yet in place.
- To extend police visibility and public reassurance, SOCOs wear a corporate uniform and drive marked vehicles.
- Recruits receive a forensic input at training school and during probationer training. Operational officers also receive some forensic training input on area, including forensic and DNA awareness. A forensic input is made to investigators courses.
- Forensic services are integrated into the CMD and there is investment in additional scientific support, fingerprint and DNA staff. A new scientific crime-fighting centre was opened in November 2003 at Halesworth to combine all forensic services.
- There is a performance monitoring system in place to ensure that team performance against targets can be monitored. Monitoring of individual performance is at an embryonic stage.
- Livescan is in operation in the custody suite in Ipswich and is producing good results. It will be rolled out to the other main custody suites during 2005/06.
- There is an agreed process with all three BCUs for operationalising fingerprint and DNA matches. This is processed through the intelligence unit on each area

and is monitored through the daily tasking meeting.

- The percentage of theft of motor vehicle scenes examined has increased from 53% in 2003/04 to 55.4% in 2004/05. This compares with the MSF (52.5%) and national (40.1%) averages, placing the force fourth out of eight and 13th out of 42 respectively.
- The percentage fingerprint recovery from burglary dwelling scenes examined has increased from 36% in 2003/04 to 39.9% in 2004/05. This compares with the MSF (35.6%) and national (32.1%) averages, placing the force fourth out of eight and 13th out of 42 respectively.
- The percentage DNA recovery from burglary scenes examined has increased from 8% in 2003/04 to 12.1% in 2004/05. This compares with the MSF (8.8%) and national (8.2%) averages, placing the force second out of eight and sixth out of 42 respectively.
- The percentage DNA recovery from theft of motor vehicle scenes examined has increased from 26% in 2003/04 to 30.7% in 2004/05. This compares with the MSF (20.8%) and national (20.1%) averages, placing the force first out of eight and third out of 42 respectively.
- The percentage conversion of fingerprint identifications to primary detections has decreased from 78% in 2003/04 to 61.1% in 2004/05. This compares with the MSF (35%) and national (45.3%) averages, placing the force second out of seven and seventh out of 41 respectively.
- The percentage conversion of fingerprint identifications to total detections (including secondary) has decreased from 96% in 2003/04 to 80.8% in 2004/05. This compares with the MSF (57.6%) and national (82.5%) averages, placing the force third out of seven and 23rd out of 41 respectively.
- The percentage DNA primary detections per match has decreased, from 79% in 2003/04 to 66.5% in 2004/05. This compares with the MSF (56.5%) and national (49.5%) averages, placing the force second out of eight and seventh out of 42 respectively.

Areas for Improvement

- The lack of an effective crime screening policy impacts on scene attendance by SOCOs. The force set a target of 88% attendance at burglary dwelling scenes and a 45% attendance at vehicle crime scenes. Targets were not met in 2004/05. The force is introducing an enhanced question and answer regime for call-takers in the FOR to improve the assessment of suitability for SOCO attendance for vehicle crime. The system will be introduced during 2005/06.
- SOCOs are deployed directly via the FOR on receipt of a call from a member of the public or a request from an investigating officer. In the former instance they may attend a crime scene before the investigating officer. There is evidence that delays in recording a crime on the crime information system is impacting on the ability of SOCOs to secure fast-time forensic detections. This will be improved by the introduction of a CCD during 2005/06.
- Although senior SOCOs attend level 1 tactical TCG meetings, there is little forensic engagement in the TCG process. Forensic intelligence and output is not a significant item in the strategic or tactical assessments and there is limited deployment of forensic resources in the tactical TCG process. Although systems are in place for investigating fingerprint and DNA matches, these are not routinely

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progressed into fast-time detections. The force will address this through the PSU-supported scientific work improvement model, which is due to make recommendations in August 2005.

- Suffolk Constabulary has purchased SICAR 5 (a shoe print management system) and a footwear intelligence policy is to be devised during 2005/06 to address the gap in the management of this type of intelligence.
- There is a potential training gap in the forensic awareness of the force. Although there is currently a forensic input into probationer and investigation training, there is a perception among staff in both forensic and investigation fields that this training was missed across a significant segment of patrol officers. A training gap analysis would confirm or allay this widely-held perception.
- The force sets nine internal forensic targets; in 2004/05 it failed to meet any of them. In five of the target areas, performance had declined since 2003/04. The targets were set on the basis of 2003/04 crime levels that have been reduced significantly during 2004/05, with the consequence of fewer potential forensic scenes. The lack of a fully operational fingerprint development laboratory has hindered progress in terms of evidence recovery and outcomes.
- The force has drafted SLAs for scientific services for each of its BCUs. They will not be implemented until the fingerprint development laboratory is operational. This SLA was part of crime division's commitment to produce SLAs by the end of the year 2004/05.
- The percentage of burglary dwelling scenes examined has decreased from 84% in 2003/04 to 78% in 2004/05. This compares with the MSF (82.1%) and national (85.4%) averages, placing the force sixth out of eight and 33rd out of 42 respectively.
- The percentage of fingerprint recoveries from theft of motor vehicle scenes examined has decreased, from 53% in 2003/04 to 49.5% in 2004/05. This compares with the MSF (47.9%) and national (48.9%) averages, placing the force fourth out of eight and 24th out of 42 respectively.
- The percentage of fingerprint identifications from recovery at burglary dwelling scenes has increased from 18% in 2003/04 to 18.7% in 2004/05. This compares with the MSF (21.4%) and national (16.8%) averages, placing the force sixth out of eight and 16th out of 42 respectively.
- The percentage DNA matches from recovery at burglary dwelling scenes was 17.8% in 2004/05. This compares with the MSF (29.8%) and national (35.5%) averages, placing the force eighth out of eight and 40th out of 42 respectively.
- The percentage DNA matches from recovery at theft of motor vehicle scenes was 18.9% in 2004/05. This compares with the MSF (31.3%) and national (38.3%) averages, placing the force eighth out of eight and 42nd out of 42 respectively.
- The percentage of fingerprint identifications from recovery at theft of motor vehicle scenes has decreased, from 27% in 2003/04 to 23.5% in 2004/05. This compares with the MSF (31.6%) and national (27.9%) averages, placing the force seventh out of eight and 29th out of 42 respectively.
- The percentage DNA total detections per match (including secondary) has decreased, from 105% in 2003/04 to 87.5% in 2004/05. This compares with the MSF (116.5%) and national (88.7%) averages, placing the force sixth out of eight and 27th out of 42 respectively.

3F Criminal Justice Processes

Fair

Stable

Strengths

- A review of chief officer responsibilities took place during the first months of 2005/06. The ACC has now been designated as the ACPO lead for the criminal justice portfolio. Day-to-day responsibility lies with the director of criminal justice services (this post was renamed in the early part of 2005/06 to reflect changed responsibilities after the appointment of a new ACO). The Chief Constable plays a leading role in the local criminal justice board (LCJB) and sees it as an impactful body.
- The LCJB has produced a delivery plan that incorporates both the board plan and the confidence plan. It is designed to be a 'living document' and is updated at each subgroup meeting. There are clear planning systems incorporating performance milestones in place across the criminal justice arena.
- Suffolk's good performance under the LCJB delivery plan in 2004/05 resulted in it being chosen as one of four LCJBs nationally to undergo an effective practice case study undertaken by PA Consulting.
- The three criminal justice units (CJUs) in Suffolk are co-located with Crown Prosecution Service (CPS) staff and align to national guidelines. The CJUs are managed centrally by the criminal justice services department.
- Documentation on strategies exists and is available through a range of policies, protocols and delivery plans. Members of staff are aware of these policies, but clarity would be improved if they were readily accessible to all staff via the intranet.
- There is an effective structure of performance management across the criminal justice arena.
- Glidewell (see Glossary at Appendix 2) commenced in February 2003 and has progressed satisfactorily. Shadow charging systems are in place for both adult and youth charging, and assessments for mandatory charging are promising.
- To increase the time spent by officers on the streets, the CJU enquiry officers build a range of case files for court after detainees are charged and enquiry officers take statements from witnesses. Victim liaison officers are also in place in all areas.
- The force and local courts use a police witness standby scheme to reduce the time officers need to wait at court. The scheme allows officers to continue with other duties on days they are due to give evidence, but they must be available to arrive at courts within pre-set times.
- Victim liaison officers are in place on all three BCUs. The force is currently operating to the national standard for witness care. The No Witness, No Justice scheme has been implemented in the central trials unit in early 2005 and is being rolled out across all three BCU areas by December 2005. The force training department and CPS are delivering training.
- CJU resourcing and working practices are regularly reviewed to enable increasing workloads to be managed.
- Computerised custody systems are used in Suffolk. Language Line is used in custody suites when dealing with detainees who do not have English as their

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first language.

- The HMIC PNC inspection noted good practice in the automatic update of ad hoc intelligence from the crime and intelligence system to PNC. While the process has some limitations, this is the first example of any kind of effective process for this type of update.
- A prisoner processing unit is in operation on Southern Area (Ipswich) and is an effective means of releasing officers to operational duty. The unit produces efficiency savings that have led to better quality investigations and file preparation. The national police bureaucracy adviser has highlighted the unit as good practice. He also noted that this unit's funding is threatened.
- A premium service protocol is in place in respect of prolific and priority offenders, with actions designated for the probation service, youth offending service (YOS) and prisons. The probation service was extremely complimentary about the way in which the force engaged with it when setting up the persistent and prolific offender scheme.
- A video identification system was introduced across the force in early 2005. It has increased efficiencies, made savings and provided an improved service for victims, witnesses and suspects, by reducing the time spent on identification procedures.
- The ACC sits on the youth justice board and there is evidence of collaborative work with other partners.
- The YOS is based in three geographic locations across the county. Three constables are seconded to the YOS. Their main role is to work with young offenders during the 'final warning' process, to develop suitable intervention programmes to reduce the risk of further criminality. The constabulary is a partner in the YOS-led Positive Futures Project, which aims to reduce youth offending and drug misuse through regular participation in sport and physical activity among 10–16-year-olds.
- Training in dealing with young people is given to all probationers. YOS staff deliver some of this training.
- The time for persistent young offenders (PYOs) to be dealt with from arrest to charge continues to fall within the top quartile. Detailed PYO statistics are not available for the October 2005 report.
- The national target for PYOs to be dealt with by the criminal justice system continues to be exceeded by Suffolk on a routine basis. Detailed PYO statistics are not available for the October 2005 report.
- As a result of Suffolk's good PYO performance, Ipswich was one of two areas chosen as a pathfinder pilot for PYOs during 2004/05.
- Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court has risen 25.8% to 15,069 in 2004/05, compared with the MSF average of 14,889 and national average of 27380.
- The percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court has increased five points, from 23.8% in 2003/04 to 28.9% in 2004/05. This is above MSF (22.7%) and national (20.7%) averages, placing the force first out of eight and second out of 42 respectively.
- The percentage of arrest summons entered onto the PNC in one day (target 90%) has decreased from 85.2% in 2003/04 to 84.4% in 2004/05. This is above

both MSF (83.4%) and national (82%) averages and places the force fourth out of eight and 15th out of 43 respectively.

- The percentage of court results entered onto the PNC in ten days has increased 18 points, from 46.5% in 2003/04 to 64.5% in 2004/05. This is above both MSF (56.7%) and national (54.5%) averages and places the force fourth out of eight and 18th out of 43 respectively.
- The number of sanction detections has increased 4.4%, from 12,937 in 2003/04 to 13,503 in 2004/05. This compares with the MSF average of 14,887 and the national average of 27,659.

Areas for Improvement

- The force should ensure that the PNC steering group maintains a strategic outlook. The chair of the group has passed from the ACC to the director of criminal justice services and attendance at meetings has been patchy and sporadic during the period under review.
- The procedures to ensure PNC system security are not sufficiently robust. There is evidence that the setting up and removal of user access is not effectively managed. It is not possible to determine whether registered users are still with the force or continue to require PNC access in their current roles. Transaction monitoring to verify the reasons for PNC checks is not effective and is therefore unlikely to detect or deter misuse of the system. The independence of the data protection department could be compromised, as it now reports to the director of criminal justice services and the information security unit maintains no local policies for PNC system security.
- The force is not complying with the codes of practice for PNC as it does not input criminal justice arrestee data, and it does not update bail conditions on the system. Suffolk is an interface-to-PNC force and, as such, has been waiting for software changes to PNC that would allow relevant information to be sent to PNC via the interface, thereby preventing dual keying.
- The force does not comply with the requirements to process fingerprints and DNA samples of detained persons at the point of arrest and it does not update bail conditions on PNC. It is commencing a pilot project in Western Area to comply with this legislation from July 2005, with plans to roll out to the entire force by the end of the calendar year. The force is only one of four in the country that has yet to develop a solution for this critical area of business and it is considered by HMIC to be an area of weakness (from the force's perspective, the delay was caused by the inability of the Police Information Technology Organisation to deliver the necessary software changes).
- Cell space is inadequate for the current needs of the force. The Three Counties Programme has provision for private finance initiative projects to rationalise and improve custody provision for Cambridgeshire, Suffolk and Norfolk. This project is not scheduled to deliver until 2009. Until that date, the force relies on outdated facilities with no effective consultation rooms and undignified amenities for detained persons. Despite this, staff strive to provide the best care possible and receive creditable feedback from custody visitors. There is currently only one Livescan facility in the county.

4 Promoting Safety (Domain 3)

Suffolk Constabulary is focused on reassurance and public safety. This is reflected in the BCS results, which depict a broad feeling of security among the population. The exceptions to this are the fear of vehicle crime, where the force ranks in the bottom half of its MSF group, and the fear of violent crime, where Suffolk is ranked in the bottom half in both MSF and national rankings. Suffolk First is being developed into Suffolk First For You as a response to the challenges posed by the citizen focus agenda and there is clear evidence of a structured programme to deliver the strategy. The force was graded Excellent in this category in October 2004, the first time it was assessed. The grading of Good and Improved on this occasion is a more accurate reflection of a more mature assessment framework.

4A Reassurance

Good	Improved
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Strengths

- The ACC is the ACPO lead for reassurance. The entire chief officer team displays visible leadership within the force and beyond. They take part in targeted reassurance patrols in priority areas.
- The policy lead for reassurance is through the corporate development department, which provides the corporate lead; delivery is devolved to BCUs.
- Suffolk First For You is the overarching and developing force strategy for service delivery. It has evolved from the previous strategy, Suffolk First, which has served the county well for the past five years. Suffolk First For You will enable the force to respond to the challenges posed by the citizen focus agenda. It will continue the twin aims of Suffolk First: to make people safe and to make them feel safe.
- A comprehensive corporate communications action plan has supported the thrust of Suffolk First and has reinforced the message that Suffolk is a safe place. This reassurance message will be developed through Suffolk First For You. This comes under the umbrella of the Communication First strategy and arose through the BVR process. Specialist staff have also been introduced to extend public accessibility to the force website.
- The PA and county-wide and local partners are involved in the implementation and development of Suffolk First For You.
- The Suffolk public service agreement was the first consortium-based agreement in the country and it is formulating targets based on improving perceptions of public safety and reassurance.
- Reassurance is contained within the force and local plans.
- To improve police visibility, there is an ongoing programme to livery a greater range of currently unmarked police vehicles.
- ERUs have been introduced on all three areas, following a successful pilot in Southern Area. The units are staffed by police officers on restricted or recuperative duties and deal with non-emergency events, aiming to resolve incidents and problems by telephone. They are of benefit in ensuring compliance with the National Standards for Incident Recording.
- The Special Constabulary has strong numbers of 275. They are used across a range of operational service delivery and reassurance initiatives.
- Home Office funding has been utilised to support two posts for the recruitment

and development of special constables, with the aim of increasing a visible uniformed presence.

- The first group of CSOs was trained and posted to Ipswich town centre in early 2004. They are used primarily as a visible policing presence in the town centre. Further CSOs have been recruited and trained; they are now represented on all three BCUs. Evaluation work has taken place and the force is improving its CSO programme as a result.
- Patrol First is the force initiative to increase visible foot patrols. All operational officers must undertake a monthly minimum of 12 hours of targeted foot patrol. A comprehensive patrol officers' guide sets out how officers contribute to reassurance. The benefits of Patrol First are being re-emphasised during the marketing of Suffolk First For You.
- The force has adopted a safer crewing policy, whereby response vehicles are single crewed except on night shifts.
- CPOs are an established link with their local community within Suffolk. Their role has been developed through the work of Suffolk First.
- Reassurance is considered in the intelligence process. Examples of tactical assessments for reassurance patrols include targeted patrols around post offices, Halloween and Bonfire Night patrols, and ASB patrols in town centres. The daily tasking process reviews deployments in line with events and emerging intelligence.
- The force has a problem-oriented policing programme called Pathway. This is aimed at reducing ASB and lower-level crime. Pathway initiatives are identified and actioned through the tasking process.
- BCS fear of crime (the percentage very worried about burglary) rose by 0.4 points, from 6.2% in 2003/04 to 6.6% in 2004/05, but remains comfortably below both MSF (8.5%) and national (11.3%) averages, placing the force top in both MSF and national rankings.
- BCS fear of crime (the percentage high levels of worry about vehicle crime) fell three points, from 8.7% in 2003/04 to 5.7% in 2004/05. This is below both MSF (9.4%) and national (12.5%) averages, placing the force first out of eight and second out of 42 respectively.
- BCS feeling of public safety (the percentage high levels of perceived disorder) increased 2.3 points, from 7.6% in 2003/04 to 9.9% in 2004/05. This is below both MSF (12.0%) and national (15.8%) averages, placing Suffolk second out of eight and sixth out of 42 respectively.
- The percentage of domestic burglaries where the property has been burgled in the previous 12 months rose 1.2 points, from 1.0% in 2003/04 to 2.3% in 2004/05. The MSF average of 6.3% and the national average of 8.3% place the force second out of seven and second out of 37 respectively.

Areas for Improvement

- The force has yet to develop a standalone reassurance strategy, although Suffolk First For You will develop many of the appropriate elements.
- Suffolk First For You is at a developmental stage and will take some time to make an impact. There is a series of projects threaded together into a programme management structure to ensure that Suffolk First For You makes a difference.

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- The force review conducted in late 2004 recognised the potential for making greater use of the extended police family but also identified the limitations imposed by funding streams being directed firmly towards police officers. Since the force review, a BVR has been conducted on the extended police family. An improvement plan is being prepared for the best value committee meeting in September 2005.
- The force review recommended that consideration be given to providing payment to special constables. The FMB has supported this view in principle but agreed that the evaluation of pilots in other forces should be considered before moving forwards.
- Reassurance does not yet feature prominently in strategic and tactical NIM assessments, although it is considered in the intelligence process.
- Community intelligence is in a developmental stage.
- BCS fear of crime (the percentage high levels of worry about violent crime) figure has increased 1.3 points, from 14% in 2003/04 to 15.4% in 2004/05. This is above both MSF (12.2%) and national (15.1%) averages, placing the force seventh out of eight and 28th out of 42 respectively.
- The percentage of reported DV incidents that involved victims of a reported DV incident in the previous 12 months rose 4.4 points, from 32.7% in 2003/04 to 37.1% in 2004/05. The MSF average of 30.7% and the national average of 37.8% place the force sixth out of seven and 21st out of 34 respectively.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good

Stable

Strengths

- The ACC is the ACPO lead for ASB and public safety and he exercises control through the chief officer group, the performance structure and chairmanship of strategic and tactical co-ordination. Policy direction for ASB is through the crime management department. Policy direction for roads policing is through the operations department.
- Restricting incidents of disorder and reducing the percentage of people with high perceived levels of disorder are force priorities for 2004/05 within the Suffolk First programme. For 2005/06 the performance management structure has been changed to enable the Suffolk First For You programme to be integrated with the NIM process.
- There are five ASB co-ordinators across the county. They are distributed between the six CDRPs on Southern and Eastern Areas, with one covering the joint CDRP pilot on Western Area. The posts are funded by the local authorities.
- The force has a problem-oriented policing programme called Pathway. This is aimed at reducing ASB and lower-level crime. Pathway initiatives are identified and actioned through the tasking process.
- Tackling ASB features prominently in CDRP plans for 2002–05 and a number of interventions have been developed, including a training package and website for use by parish councils. The crime prevention panel developed this initiative with funding provided by the CDRP.
- In Ipswich, the ASB co-ordinator was appointed prior to government funding being made available and has successfully developed structures for case conferencing and incident reporting that have been adopted elsewhere in the county. There is also a multi-agency agreement between police, fire and rescue, and the local authority to remove waste and abandoned vehicles.
- The force operates a Nightsafe project against ASB in and around licensed premises. A high-profile operation led to the closure of a public house in Woodbridge and the programmed media coverage sent a strong message across the county. The chief officer team uses Nightsafe patrols as an opportunity to demonstrate visible leadership as they join the high-visibility patrol schedule.
- Multi-agency work has been successful in utilising the powers provided by parts 1 and 4 of the ASB Act 2003. The use of part 4 in all four locations where it has been implemented has involved consultation with other agencies, with a view to achieving lasting solutions. The success of Ipswich in a range of initiatives to tackle ASB has led to it being identified as a Trailblazer area. Tackling ASB features prominently as a tactical option in the BCU TCG process. There have been successful applications in Ipswich for closure of premises (ASB Act 2003, part 1) and there were four dispersal notices in place across the county.
- Suffolk safety camera partnership is a Department of Transport approved partnership scheme using a mix of both fixed and mobile camera locations to reduce road casualties caused by excessive vehicle speed. The Chief Constable attends strategic road safety meetings led by the County Council. Suffolk Roadsafes is a partnership initiative that emphasises the '3Es' of enforcement, education and

engineering. It promotes its work through its website and the media.

- The number of RTCs resulting in death or serious personal injury per million vehicle kilometres travelled was 5.31. This is a new measure. The force was below both the MSF average of 5.42 and the national average of 5.69 (16th out of 35).
- The number of RTCs resulting in death or serious injury per 1,000 population was 0.45. This is a new measure. The MSF average was 0.56 and the national average 0.51, placing the force third out of eight and 11th out of 34 respectively.

Areas for Improvement

- There are 11 fixed safety camera sites in Suffolk. The superintendent from the operations department sits on the project board, which meets quarterly. 2005/06 will see over 100 CPOs being trained in the use of 20 new mobile speed enforcement devices funded by £50,000 of partnership money.
- ASB and the promotion of public safety do not yet feature strongly in strategic and tactical NIM assessments, with the exception of analysis of road safety and collision statistics. While there is a strategic commitment to ASB in high-level plans, this has yet to be reconciled into the planning processes for intelligence-focused policing.

5 Providing Assistance (Domain 4)

Call handling was the only Poor grade the force received in the previous baseline assessment. It has put in place a series of measures to improve performance and can now be assessed as Fair and Improved. Further work is taking place in this framework, including additional staffing increases and the creation of a robust business continuity facility.

5A Call Management

Fair	Improved
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Strengths

- The ACC is the ACPO lead for call management and is the chair of the Call First project board.
- The force identified falling performance and the need to boost both staff and facilities for call handling. Call First is the title of its high-priority call-handling project, which includes a comprehensive action plan to drive through improvements. The action plan is progressing in broad accordance with published timescales, although some slippage has been experienced.
- Improved mechanisms were introduced in 2003 to alert the force to any potential critical incident and a daily critical incident log is maintained in the FOR. The FOR also monitors ongoing critical incidents and they are reviewed each morning at level 1 and 2 meetings.
- To test how performance could be improved, the force funded a one-week trial in November 2003 for call-handling staff to work extra hours. During that trial all call-handling performance improved and achieved targets for emergency calls that matched national guidance. As a result of this measurable initiative, decisions were taken to further increase staffing and revise the shift system, to provide more extensive coverage during peak periods.
- The number of supervisors has been increased within the control room during 2004/05 and this provides a more effective level of management and releases some of the inspector's more mundane responsibilities. The number of supervisors will increase further in 2005/06.
- Staffing levels have increased in the FOR during 2004/05 in accordance with Call First and in recognition of the need to improve performance.
- In order to balance staffing resources with demand in the FOR, work has been completed on a variable shift system. This improves the amount of staffing cover between 3pm and 3am. Performance has steadily improved since increases in staffing began. Central call answering (switchboard) shift patterns have also been adjusted to match resources to demand more effectively.
- Quality testing of operators has been an established practice in Suffolk for a number of years. The force conducts 'mystery shopper' assessments of the quality of telephone service provided, with positive results.
- A clear call-grading system is adhered to and addresses all aspects of emergency and non-emergency call handling. Data is available for all categories for monitoring and performance purposes. The grading policy is under review in order to improve customer service and maintain compliance with national requirements.
- Special needs are catered for by the use of Language Line and Minicom. Text messaging facilities are also available to provide for those with hearing

impairments.

- ERUs have been introduced in all three areas, following a successful pilot in Southern Area. The units are staffed by police officers on restricted or recuperative duties and deal with non-emergency events, aiming to resolve incidents and problems by telephone. They are of benefit in ensuring compliance with the National Standards for Incident Recording.

Areas for Improvement

- The force is developing a call-handling strategy but is awaiting the imminent publication of the national call-handling strategy before implementation.
- There are measurable standards within the call-handling arena but these do not extend beyond the department. There are, for example, no measurable standards beyond the department on telephone answering or customer service. Call handling is currently a standalone service within the force and there are no SLAs in place with BCU commanders and other stakeholders. SLAs are being developed on the diversion of calls to the FOR when police stations are closed.
- The ERUs have been designed to carry out crime investigation by telephone, although there is no central crime management system to screen crime. The FMB has approved the formation of a CCD but implementation has yet to be completed. The FMB has also approved a new screened-out crime policy once the CCD is up and running. SLAs are being developed on the terms of reference and staffing levels for ERUs and the CCD.
- Business continuity arrangements have been limited for a number of years and have been the impetus to create a more robust facility in the nearby British Telecom complex. The opening of this facility has been delayed.
- The ACPO definition of a critical incident has been adopted and published on the intranet. However, the onus for recognising and managing critical incidents rests with senior officers and particularly the force control room inspector; this overlooks the importance of patrolling staff in identifying potential incidents.
- There is little appreciation of the critical incident concept at sergeant and constable level. There is also limited understanding by operators in the force control room, with the exception of supervisors. The force has introduced training to raise the level of awareness for inspectors and sergeants, but it is not planned to extend this to constables. It is clear that the force is beginning to differentiate between major incidents and critical incidents.
- The force has a local target time of 10 seconds for answering 999 calls. In 2004/05 it improved its performance in answering 999 calls in terms of volume and percentage of calls answered within target. The number of calls answered within target rose by 2.4%, from 88,431 to 90,592 and the percentage rose by 6.9 points, from 79.9% to 86.7%. This is below MSF (88.6%) and national (87.3%) averages, placing the force fifth out of eight and 26th out of 39 respectively.

5B Providing Specialist Operational Support

Fair

Stable

Strengths

- The ACC is the nominated ACPO lead for the police use of firearms and less lethal options. The chief superintendent (operations) is the nominated practitioner lead.
- The force has an established firearms policy group, chaired by the ACC (operations) and with representation from key stakeholders. This group meets quarterly and is responsible for review of firearms policy and procedure.
- Following all firearms operations, the Silver commander is responsible for conducting an immediate debrief, which is recorded in the Silver log. All incidents are reviewed by the inspector (firearms training), and large-scale, complex or sensitive operations are debriefed more fully. Issues identified are raised at the firearms policy group.
- There is a strong commitment to firearms incident response across the county using armed response vehicles (ARVs). There are two units, providing 24-hour cover. Equipment carried by the ARVs includes ballistic clipboards, protective equipment, baton guns, Glock pistols and MP5 carbines.
- During 2003/04 there were 194 ARV deployments in force, an increase over the previous year figure of 160. The trend over the last three years has been for an increase in deployments.
- Some 90 officers are authorised to carry firearms; this represents 6.89% of the total number of officers. The national average is 4.55%.
- During 2004/05 the total number of operations involving the deployment of authorised firearms officers where the issue of a firearm was authorised fell to 153 from 251 the previous year. The MSF average was 154.4 and the national average 378.5.
- The number of operations where the officers had not commenced operations before being stood down remained at 6 in 2004/05. This compares with the MSF average of 20.3 and the national average of 22.5.
- The force maintains a full-time tactical firearms team, which provides a dynamic intervention and entry capability.
- A total of 12 officers perform Gold command, with the minimum rank being superintendent. Some 17 officers with the minimum rank of chief inspector perform Silver command. For spontaneous incidents where life may be immediately at risk, the FOR inspector may authorise firearms deployment and will act as Silver in the initial stages of the incident.
- The duty Gold commander is readily identifiable and easily contactable by the force control room. Silver command is provided by the cadre of Silver commanders who operate an on-call rota.
- Firearms training is provided in-house by a staff of one inspector, one sergeant and four constables, who provide all in-force training courses.
- There is considerable investment in incident management training for senior officers. Chief inspectors have been sent on the senior leadership development programme incident management module. Management of disasters and civil emergency courses for inspectors and sergeants are being programmed to

ensure that high-level management skills are cascaded to first-line supervisors.

- Operations department staff are tasked through the NIM process at every level. Representatives from the department attend the daily management meetings and resources are bid for and tasked through the level 1 and 2 TCGs.
- Operations planning staff co-ordinate the resourcing of force-wide operations to ensure consistency.
- The performance framework is the mirror of that of the BCUs. The ACC holds a monthly performance meeting with the head of operations and the operations manager, and a chief officer review is conducted every six months.
- The force has mutual aid protocols in place with neighbouring forces. Examples of this include Operation Arctic, a collaborative crime operation with Essex, Cambridgeshire and Norfolk.

Areas for Improvement

- The recent force review recommended a 50% increase in ARV establishment, from two to three, although the decision to implement this recommendation has been deferred. The force currently runs a third ARV when resources permit.
- In relation to the force risk and threat assessments specific to the police use of firearms, it is not possible to see how the link is made between the threat and risks identified and the provision of armed capability. In particular, it is not possible to see:
 - how the force arrives at the number of authorised firearms officers it currently has and their positioning within the force;
 - the rationale for the training in some of the more extreme tactics;
 - how the force arrives at the numbers it has in its tactical firearms team; or
 - the number of Gold, Silver and Bronze commanders and post-incident managers.
- It appears that the threat assessment has been a discrete procedure. The force has been unable to articulate its rationale for the current firearms establishment. It is appreciated that this link has been difficult for all forces and work needs to be carried out on behalf of the whole service as to how this may best be achieved.
- The force's approach to the selection and training of Gold and Silver commanders is good. However, the procedure adopted for Bronze commander is poor. The identification and training of Bronze commanders was the subject of comment and a recommendation within the Police Complaints Authority review of shootings by the police between 1998 and 2001. An area of particular concern surrounds the re-accreditation of tactical advisers, Gold, Silver and Bronze commanders. The force has not addressed this issue and does not have a system in place to reassess its commanders.

5C Roads Policing

Good

Stable

Strengths

- The ACC is the chief officer lead for roads policing and exercises leadership through territorial and HQ visits, performance reviews and chairmanship of tactical TCGs.
- Significant consultation and review of the roads policing function has led to the retention of a centralised roads policing department, although this is challenged in the 2005 force review. Suffolk is one of a few forces nationally that does not have to police a motorway network. It does have the busy A14/A12 network without a hard shoulder, making it more difficult to police safely. The force is predominately rural and covers a wide geographical area.
- The departmental plan mirrors priorities outlined in the ACPO roads policing strategic assessment and integrates with the force control strategy.
- Roads policing objectives and targets form part of the force and local plans.
- There is an improving intelligence-led approach towards roads policing. Traffic officers attend daily tasking and area TCG meetings and the HQ operational support department now uses a TCG meeting structure.
- Roads policing resources are tasked via strategic and tactical tasking processes.
- The force has a fully operational Spectrum ANPR van and three car-mounted units. There is also one mobile covert unit. The ANPR team has two full-time traffic officers and a full-time database administrator. The number of trained staff has increased. Tasking and deployment is made with the intention of denying criminals use of the road. A full-time ANPR intercept team was established in June 2005.
- A trained and resourced collisions cadre forms part of the roads policing function. The force review recommended the creation of a collision investigation unit but practical difficulties have prevented this becoming operational.
- Multi-agency strategy is formulated through the Suffolk County Council joint policy group, the safety camera partnership and Suffolk Roadsafe. The Bikesafe initiative for motorcyclists, run in partnership with Suffolk County Council, has been particularly successful. Further tactical initiatives are arranged with a variety of agencies and partners.
- The number of RTCs resulting in death or serious personal injury per million vehicle kilometres travelled was 5.31 compared with a national average of 5.69. This placed the force 16th out of 35.
- The number of RTCs resulting in death or serious injury per 1,000 population was 0.45. This is lower than the MSF (0.56) and national (0.51) averages, placing Suffolk third out of eight and 11th out of 34 respectively.

Areas for Improvement

- The force review published early in 2005 recommended the devolution of roads policing to area level. In June 2005 the FMB decided that this recommendation would not proceed for reasons of cost and the absence of any demonstrable performance benefit.
- Performance indicators for the department were reviewed and reduced to a more

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manageable number in 2004. The success of this initiative is awaiting full evaluation, but early indications suggest that the performance indicators are now more fit for purpose and better used than previously, with a saving of valuable officer input time.

6 Resource Use (Domain B)

The frameworks of Training and Development, Science and Technology Management and the NIM are all assessed for the first time. The remaining frameworks in this domain show evidence of progress and strategies are in place to develop them further. The force's approach to race and diversity has changed throughout the year under review and the revised structures are intended to improve performance and effectiveness. Changes to the structure of the ACO's portfolio with the new incumbent's arrival in the spring of 2005 will lead to a more strategic focus on financial management.

6A Human Resource Management

Good	Stable
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Strengths

- The force has an annual costed HR plan in place. The HR director has been in post for a number of years and is well respected in police HR. He has the confidence of the chief officer group and the PA. He is a member of the FMB. His philosophy is that HR should support and resource the operational arm of policing and all that the department does supports this aim.
- Regular updates on the HR plan go formally to the PA HR and staff liaison committee on a quarterly basis, and informally there is regular oversight and contact from the PA. There is both a training and diversity link PA member.
- There is a central core of HR expertise at HQ, with each area and department having a dedicated HR unit or a nominated HR representative with core HR functions devolved.
- Key sections of the HR department are involved in the resourcing of operational policing through the resource allocation group to assist and support BCUs and departments. The director of HR chairs the resource allocation group and the superintendent (operations) of each BCU provides the operational link, oversight and ownership. The resource allocation group incorporates training needs and succession planning in its business. activity.
- The national competency-based PDR system was introduced in 2004/05. While the system is in place, and is aligned to policing objectives, there has been inconsistency in implementation, leading to evidence of a cumbersome and bureaucratic process. The force is aware of the need to develop the process. The system is being used to inform selection, development and promotion.
- The planning process for the implementation of National Strategy for Police Information Systems (NSPIS) HR is delivering the programme on time and in accordance with the project plan.
- A new police recruit selection process was established in 2004 in collaboration with other regional forces. In the three years prior to 2004/05 the force had recruited nearly three times its average previous intake rates and current recruitment targets have been met. During 2004/05 the rate of recruitment has slowed, as full strength has been achieved. Exit interviews are undertaken and remedial action is instigated whenever appropriate.
- The force operates a range of flexible working policies and has published a strategy on work/life balance.
- Sickness policies are robust and comprehensive, with protocols interwoven with

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selection procedures. This has resulted in an excellent absence management performance for police officers and police staff in 2004/05.

- The PA has appointed a member to sit on the force health and safety committee.
- The health and safety adviser appointed by the force has a good deal of experience and assists with co-ordinating national and regional work to improve health and safety processes. This includes a review of training for the association of police health and safety advisers.
- Funding for health and safety was doubled in response to observations in the initial baseline assessment. This has supplied a second member of staff who has increased the capacity for proactivity in the department. The health and safety module for NSPIS will go live during 2005/06.
- A workplace agreement on working time regulations was published in 2003 and computerised time recording was introduced from September 2004. This monitors hours worked by members of staff and allows for preventative intervention.
- Mechanisms for reward include police reform payments (special priority payments, bonus payments, competency-related threshold payments). This is overseen by a working group chaired by the DCC. For police staff, initiatives such as honorariums, accelerated increments and ex-gratia payments have been introduced. Promotion processes have recently been reviewed and recognise and reward operational performance. A scheme has been introduced to support police officers through the inspector's promotion process in recognition of the current and anticipated shortages in this rank. Consideration is being given to expanding the process to the sergeant rank.
- The DCC is the chief officer lead for occupational health. A comprehensive sickness management policy operates and there is a suite of proactive measures to assist staff welfare. This includes regular case conferences, financial assistance towards diagnostic referrals, physiotherapy and counselling, and improved management of officers on restrictive duties.
- Working relationships with Unison, the Police Federation and the Superintendents' Association have been positive for a number of years. In line with legislative changes and a new fairness at work policy, mediators have been introduced for conflict resolution.
- The number of working hours lost due to sickness by police officers has fallen from 69.13 hours in 2003/04 to 63.49 in 2004/05, a reduction of 8.1%. This is below the MSF average of 77.33 hours and the national average of 70.57 hours and places the force second out of eight and eighth out of 37 respectively.
- The number of working hours lost due to sickness by police staff has fallen from 54.14 hours in 2003/04 to 40.95 in 2004/05, a reduction of 24.4%. This is below the MSF average of 61.46 and the national average of 63.72, placing the force first out of eight and second out of 37.
- The number of medical retirements per 1,000 police officers has fallen from 5.71 in 2003/04 to 2.27 in 2004/05, a reduction of 60.3%. This is below MSF and national averages, placing the force second out of six and 11th out of 39 respectively.
- The number of medical retirements per 1,000 police staff is a new measurement. In 2004/05 the total was 2.46. This is below the MSF average of 2.94 but above the national average of 2.16, placing the force fourth out of seven and 21st out of 39 respectively.

Areas for Improvement

- The NSPIS HR system was introduced in April 2005 and other modules, including duty management, will be in place by 2006. This will support better management of resources and provide extensive information on which to inform decisions, take proactive or corrective action and make forecasts.
- The competency-based electronic PDR system was developed and introduced in 2004/05 and is now in need of reconciliation through design modification and training in order for it to become an acceptable vehicle for personal and organisational development.
- The force offers a 30+ scheme. There have been some enquiries about the process but no applications by the end of 2004/05. The first officer to take up the scheme will become effective in August 2005.
- The force is working towards Investors in People accreditation and achievement is largely dependent on the full implementation of the competency-based PDR system.
- Working relationships with representative associations such as the Black Police Association and Gay Police Association are less well developed. The profile of the workforce suggests that there is limited representation of women and BME staff across the senior levels of the force. The number of representative associations is limited when measured against forces of a similar size and the representatives of the associations are junior and inexperienced. It is therefore difficult for them to influence the development of policy. The force accepts that this is an area for development and it has worked hard to develop networks with representative groups. Examples of this supportive activity include the active promotion of the Black Police Association, tangible resourcing for the Gay Police Association and assistance in the launching of a disability forum from July 2005.
- The staff survey scheme is owned by the corporate development department and is being updated.

6B Training and Development

Good	Improving
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Strengths

- There is a training strategy in place that fully conforms to Home Office Circular 53/03. There is good evidence of efficient gathering of the training requirement for the coming year and a prioritisation process, which refines this training specification, together with an appreciation of the risk identified by not conducting the training.
- There is a good quality, detailed costed training plan in place. The plan supports the National Costing Model costing methodology and requirements. It captures the significant majority of training within the force.
- The costed training plan is regularly monitored, both quarterly by the training prioritisation group and six-monthly by the PA. Variations are planned to be fully monitored in next year's plan. There exists effective and consistent challenge by the force through the prioritisation process to ensure current relevance of the training provision.
- There is clear and proactive PA involvement in the training process at all levels. The PA is involved in the early stages of the training planning process and confidence exists that they are now better informed generally.
- The training department has Centrex quality assurance approval and quality assurance policies and procedures are well documented. All training is formally validated and lesson plans are checked and validated yearly.
- There is strong evidence that collaborative arrangements are in place with public and private sector organisations. Social services, victim support, local magistrates and various colleges and schools are all involved in aspects of delivery.
- There is good evidence that best value principles continue to be practised across training management. This is particularly evident in the challenge/prioritisation of new and existing training and collaboration.
- There is good and consistent evidence of effective and efficient PDR completion with targets being met. Role profiles and objectives have now been set and formalised for all police officers and some police staff.
- There is a strategic prioritisation model for training that engages both the client and contractor sides, with a weighting attached to the key force objectives. This enables decisions to be made in support of force priorities. Rejected applications for training are also subject to a risk measure, with an audit trail of decisions made.

Areas for Improvement

- The training department is budget-led rather than need-led. Generally, the budget has been fixed from last year on an 'inflation increase only' basis and not set as a result of the training planning process. However, some areas of training reflect growth in budget to meet specific demands.
- There is general satisfaction with the client/contractor structure in place within the force. The training prioritisation group is led by the force training manager and is attended by representatives from BCUs and department heads, but there is no ACPO involvement. It is felt within the force that ACPO engagement would create

the potential to increase the impact and effectiveness of this prioritisation group. Further, it would move away from the perception that prioritisation and planning are training-led.

- The force training manager does not represent the training function at any strategic meetings, all of which are attended by the HR director. The HR director and DCC represent the interests of the training function at the FMB and other meetings.
- There was formalised, clear and evidenced progress of the recommendations from *Managing Learning, Training Matters* and *Diversity Matters* within the training department. There is clear evidence of the above action plans being implemented, but less evidence that the recommendations are effectively communicated to all staff.
- There is an improvement plan, a training section plan and a *Foundations for Change* plan. There are links between these plans, but it is not clear where the priority for the force lies. Many of the recommendations in the plans have now been completed. The Foundations for Change improvement plan reflects force and regional developments. The improvement plans were not widely known among the training staff. It would be easier to follow improvements if all of them were in one cohesive plan.
- Staff development processes are inconsistently applied. There are not enough training development officers within the training department adequately to fulfil this function. Thus, there is little assessment being completed. However, peer observations are conducted and evidenced by means of observation notes, and action plans do result from such observed sessions.
- There is no IAG in place to assist the force but the PA has expressed strong interest in establishing such a group to develop community involvement in training.
- There appears to be little detailed knowledge of the application of *Models for Learning and Development* at trainer level and further communication of these models is advocated.
- The training business planning cycle correlates to Home Office Circular 53/2003 and effectively assists the corporate planning process. In particular, the final costed training plan is published just before the budget-setting process. However, the force generally operates on a fixed budget for training, so training requirements or needs do not specifically influence the budget-setting process.

6C Race and Diversity

Fair

Strengths

- The chief officers all demonstrate a significant commitment to diversity. The ACPO lead and diversity champion for the force is the DCC, who chairs the newly constituted diversity programme group. The ACC chaired the community and race relations steering group, which oversaw mainly external issues; the work that this group conducted is now incorporated within the diversity programme group. The Chief Constable has an overarching role and attends a number of specific groups (for example the Ipswich Commission for Race Equality) throughout the county. The newly appointed ACO (from May 2005) is a wheelchair user and brings a different strategic and practical perspective of diversity to the chief officer team.
- The diversity programme board was constituted in February 2005 and meets quarterly. Its membership comes from within and outside the constabulary.
- All police officers have diversity objectives set in their PDRs.
- The PA equal opportunities and diversity committee scrutinises the force and meets quarterly. It comprises the vice-chairs of all the other PA committees and therefore influences the entire business of the PA.
- While the force has no diversity strategy, it has a range of policies covering the areas of equal opportunities and fairness at work.
- Unison, the Police Federation and the Superintendents' Association are represented at the FMB. In addition, support networks are represented at the PA equal opportunities and diversity committee.
- There are extensive flexible work arrangements for all staff to improve work/life balance, including term-time working, home working and observance of religious calendars.
- The director of HR is on the Home Office national working group for the Disability Discrimination Act.
- The force has set an ambitious recruitment target to match the total BME population, not just the working-age population. The number of BME police officers had increased year on year until 2004/05, when two resignations during the year reduced the total. At the year end, there were 25 BME officers in the force. A recruitment adviser has been recruited to the force during 2005/06 with the specific remit to target recruitment of under-represented groups.
- The two-day Home Office approved community and race relations training has now been delivered to all police officers, including those in the Special Constabulary. Due to the timescales, some officers have not received any additional training for several years. The next phase of training is being developed in consultation with internal and external stakeholders.
- The percentage of female officers compared with overall force strength has increased by 0.2 points to 22% in 2004/05. This is above the MSF (20.9%) and national (21.2%) averages, placing the force second out of eight and 15th out of 42 respectively.

Areas for Improvement

- The force is currently developing a diversity strategy. It is considering options for

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the future, including the formation of a diversity unit and development of a diversity strategy. The diversity programme board is a new body and will develop its work and influence throughout 2005/06. The chief officer responsibilities for diversity have altered during 2004/05 and the force is experiencing a phase of transition.

- The force has no IAG. Discussions are taking place between the force, the PA and relevant stakeholders. There are informal advisory networks in place and these have proved to be beneficial when dealing with critical incidents. The absence of an IAG restricts the force's ability to receive a range of perspectives when developing strategies and operations.
- The RES highlights the circumstances in which constabulary policies will be assessed against implications for, or affecting, race equality. All constabulary policies were risk assessed as being high, medium or low risk in October 2004. All new policies and amendments to existing policies will now receive a race impact assessment.
- There is a limited range of staff support networks. No disability network exists and the faith networks are not represented in meeting structures. A paper on disability has been prepared for the PA.
- The 2001 census figures showed that Suffolk has seen the greatest pro-rata increase nationally in BME representation among the economically active population. This will require positive work in the force if targets are to be achieved.
- Due to the size of the force and the make-up of its population, the number of BME police officers is low. Only one supervisory police officer had been appointed by the end of 2004/05, with two further promotions in April 2005. In addition, with the departure of the female DCC, there is limited representation of female police officers in senior ranks, with only one female superintendent. As a consequence, representation on support networks comes from relatively junior and inexperienced police officers, who are ill equipped to challenge and contribute at a strategic level.
- There were no police recruits from BME groups in 2004/05. The percentage of people from BME backgrounds in the economically active population of the force area is 2.7%, compared with the MSF average of 2.4%.
- The ratio of BME groups resigning to all officer resignations (white officers:BME officers) stood at 1:4.39 in 2004/05, compared with the MSF average of 1:2.21 and the national average of 1:1.47. This places the force sixth out of six and 36th out of 37 respectively.
- The percentage of female police staff compared with total police staff has decreased slightly to 56.3%. This compares to the MSF average of 58.8% and a national average of 62.3%, placing the force seventh out of eight and 40th out of 42 respectively.
- The difference between voluntary resignation rates of male and female officers has increased by 30.3% to 1:2.13. This is above both MSF (1:1.19) and national (1:1.41) averages and places the force fourth out of six and 34th out of 39 respectively.

6D Resource Management

Good

Stable

Strengths

- The force and PA have embedded sound budget-making procedures into the force's culture, with three- to five-year medium-term financial planning acting as the core to financial planning, which incorporates significant involvement from members.
- Every third year the force carries out a zero base budget review as part of its medium-term financial planning.
- Suffolk Constabulary has established an efficiency savings group to address forthcoming budget challenges. There is doubt as to whether this measure will be able to significantly impact on the 2005/06 budget cycle; however, the PA has asked that it be used to produce performance and service-related options to cover the three years leading up to 2008.
- The force is attempting to link planning and resources via the First Tuesday management board. This will be the forum for future linking of resources and performance and demonstrates chief officer level commitment to maximising resources to meet forthcoming budget constriction.
- The force has been effective in supplying finance services through national benchmarking data.
- The force is highly committed to a strategy of collaboration on supplying services with other forces, notably Norfolk and Cambridgeshire at present, but expansion on the supply of transport services with Essex and Hertfordshire is anticipated.
- There is procurement collaboration via the joint private finance initiative custody suite with Norfolk and Cambridgeshire; this is currently with the Home Office for approval. This displays a progressive attitude to collaboration, which is increasingly required due to severe pressures on resources.
- The external auditor has also commented in the management letter relating to 2003/04 (dated October 2004) that the level of general revenue reserves represented 2.5% of net revenue expenditure as at 31 March 2004. This, plus earmarked reserves representing 0.8% of net revenue expenditure, was viewed as being sound. Furthermore, the treasurer to the PA commented in the 2005/06 budget report to the PA that: 'My advice on this occasion is that none of the key budget information nor the adequacy of reserves has altered since January in a way which materially affects the robustness of the estimates or the budget requirement or the adequacy of the reserves'.
- There is 100% cover on lump sum pension liabilities for compulsory retirements (for police officers with 30 years' experience or more) plus some provision for potential ill health retirements.
- HR procedures are flexible for offering market rates to attract qualified accountants.
- The procurement service has made strong moves towards developing compliance monitoring on procurement in association with the internal audit service; this includes regular customer liaison visits.
- The estates strategy is now driven by operational policing demands. All BCU commanders are required to state their operational policing needs in order to

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drive the corporate estates strategy.

- The performance indicator culture is now embedded in support services, although transport is still to be developed. Monitoring against performance indicators also includes feedback from focus groups.
- The percentage of police officers in operational posts has decreased marginally from 96.7% in 2003/04 to 96.5% in 2004/05. The force is, however, placed first nationally and in its MSF group in this category.
- Total spending per officer increased by 4.9%, from £68,209 in 2003/04 to £71,523.92 in 2004/05. This is below the MSF average of £72,762.19 and the national average of £121,668.41.
- Total spending per 1,000 population increased by 5.5%, from £132,225.29 in 2003/04 to £139,549.01 in 2004/05. This is below the MSF average of £148,114.49 and the national average of £320,496.85.

Areas for Improvement

- The external auditor has commented in relation to activity analysis that: ‘The force has made some good progress since the last review. However, there have been delays in the submission of ABC data to the Home Office, as well as some weaknesses in both the accuracy of data for 2003/04 and the underlying systems and processes in place. Difficulties experienced by the force in respect of the costing software have contributed to delays in the force’s implementation plan and further management action is required to ensure the accuracy and reliability of submissions in future years. We have agreed an action plan with officers of the force, which is due for consideration by the Authority on 29 October 2004, that sets out the steps necessary to implement these recommendations.’ (Audit Management Letter, October 2004). In the Audit Commission National Summary report on ABC data quality (May 2005) the assessment was as follows:

Force	2003 Issues	Costing	Internal Controls	Information Sources	Reasonableness	Use of Costing Data
Suffolk	Weak	Weak	Weak	Poor	Weak	Weak

- As with a number of forces, there is also a need to develop risk management within the mechanisms of the force.
- The force recognises that there are key decisions to be made about its core financial systems that are currently dependent on the County Council. It is considering, therefore, how the accounting and financial information service needs to be provided in future.
- The force recognises that the procurement service still needs to be developed. This may result from greater participation in a six-counties review by an external consultant, which is due to report to the regional ACPO committee in autumn 2005.
- Compliance monitoring has been difficult for the procurement service, as any information required on supplier/contractor expenditure is not easily available due to the finance system being administered by the County Council.

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- There is also a lack of performance monitoring on contracts due to a shortage of resources. This is an issue that has been raised with chief officers and is seen by procurement as reflecting a lack of priority for the service within the force.
- A strategic decision is required on the development of e-procurement. Currently there is no reassurance as to whether a procurement module will be implemented with the county Oracle system.
- Due to the need to develop management information systems, particularly TRANMAN, participation in the national benchmarking initiative was labour intensive. An external consultant has identified the need to develop TRANMAN, to enable better management information to be produced. The need for this is highlighted by lack of data indicating how the force performs against the target of 90% vehicle availability. This will be rectified when a fleet performance analyst is recruited.
- Operational performance on transport is still being developed by the newly-appointed fleet manager, who has taken on the largest vehicle replacement programme ever undertaken by the force.
- Accident costs where there is police driver liability have not yet been devolved. This would assist in driving down increasing rates of accidents with police driver liability. In association with this, there is also scope for improvement with the force in the process of introducing a driving permit and penalty points system to reduce blameworthy collisions.

6E Science and Technology Management

Fair	Stable
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Strengths

- A knowledge management programme board, chaired by the Chief Constable, is now in place to oversee all major IT and information management projects. A new director of knowledge architecture has been in post since September 2004. He is an experienced IT professional with extensive experience of policing and is highly regarded within the police IT environment. The knowledge management programme board includes all chief officers and the chair, vice-chair and treasurer of the PA.
- The ACO is currently the chief officer lead. The director of knowledge architecture is a member of the FMB and is recognised as the professional adviser on IT.
- Suffolk tasking and briefing system has been designed and implemented as an in-house project to support the tasking and briefing of operational police officers. Daily tasking meetings at levels 1 and 2, and the TCG process, feed into the system and allow for a cohesive and dynamic method of employing resources. Current tactical assessments are available through the system.
- Suffolk invested in specialist consultants to compile an IT strategy, which has widened the focus to encompass knowledge management and how the force controls all information it is required to use and store. The original strategy has evolved into the knowledge architecture strategy.
- A system of programme management is used to manage IT projects. All projects use PRINCE2 methodology and are subject to rigorous financial and management scrutiny through the life of the project.
- The ACPO benchmarking toolkit was used and submitted, with comparison results being returned. Not all areas of the toolkit were completed.
- Approved contractors have been used to carry out penetration and health checks on the force network. A further series of tests will be conducted on the new network. There are systems in place to monitor email and internet usage.
- Suffolk is taking the national lead and is working with the Police Information Technology Organisation to develop a national implementation for using the police portal. The project, named Policedirect, is being developed in Western Area and awaits trial. Further work on this scheme will be conducted during 2005/06.

Areas for Improvement

- The force network is in the process of being replaced. This will increase the bandwidth to all locations, in particular the narrow bandwidth coverage to rural stations, and overcome the considerable delays currently being experienced by users. The current applications in use are sound and have served the force well, but are becoming outdated. The range of applications in use means there are multiple logins. A 'road map' is being developed to implement new applications and reduce the time taken to search across various applications. Projects are already in place to deliver NSPIS case, custody, HR and the National Management Information System in accordance with national and local time frames.
- Contingency plans are in place for some key activities. The disaster recovery site

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for call handling, planned for spring 2005, has suffered slippage and has yet to be opened. In the meantime, the force is reliant on the stability of its existing control room and the limited business continuity arrangements at HQ.

6F National Intelligence Model

Good

Stable

Strengths

- The ACC is the ACPO lead for NIM structures and processes and exercises personal control as chair of TCGs. Strategic TCG meetings have been integrated with the FMB to enable all senior managers in the force to contribute to debates about the control strategy and ensuring that it is linked to business plans and performance. The extent to which NIM processes inform and influence the overall business of the force is still evolving. Consideration is being given to the replacement of area (BCU) plans by a structured process based on levels 1 and 2 control strategies and the setting of prevention, intelligence and enforcement priorities. Area plans for 2005/06 have been published.
- The NIM project board is chaired by the ACC and includes area commanders and HQ departmental heads. The project board has been in place since February 2003 and during 2004/05 has overseen the restructuring of the dedicated source handling unit, area intelligence units, the analytical section and processes to improve the capture and dissemination of intelligence in line with the minimum standards. An intelligence source register has been developed to enable electronic submission of 5x5x5 intelligence reports, which enables more efficient evaluation of intelligence by managers.
- Two strategic assessments are published each year, with two interim assessments. Levels 1 and 2 tactical TCGs are held fortnightly and are scheduled so that they inform each other. A daily tasking meeting takes place on each BCU, with a conferencing link to a level 2 meeting at HQ. This allows trends to be identified, critical incidents to be discussed and resourced and adjustments made to resource deployments.
- The strategic assessments are constructed from the bottom up, with BCUs feeding the process six weeks prior to publication. The resulting control strategy is then mandated from the top down, by requiring BCUs to include the primary item in the force control strategy in their own strategies. There is also a corporate violent crime action plan that all areas must incorporate.
- Strategic assessments at regional, force and BCU level follow the national template. Prevention, enforcement and intelligence priorities are being linked to the strategic assessment and examples are found in the sanction detections action plan and Operation Nightsafe.
- Additional resources have been created within area intelligence units, with teams of three analysts, intelligence clerks and development officers. The force regards this as the minimum requirement to enable maintenance of the NIM. Future development of level 2 intelligence roles will be required to effectively tackle organised and cross-border criminality. All intelligence staff have role profiles in line with the integrated competency framework. Analysts are trained to the national accredited standard.
- Each local unit has a senior analyst, an analyst and an assistant. There is a forensic analyst based at HQ.
- A regional intelligence cell and tasking process is in place and starting to produce results. Problem and target profiles are being produced for criminality beyond force and BCU boundaries and are managed by the force and BCU tactical TCG meetings.

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- Fortnightly tactical TCGs are held at both BCU and force level, the latter of which is chaired by the ACC. Daily tasking meetings are also held and these are used to deploy resources in response to critical incidents, developing crime trends and significant occurrences.
- Suffolk tasking and briefing system has been designed and implemented as an in-house project to support the tasking and briefing of operational police officers. Daily tasking meetings at levels 1 and 2, and the TCG process, feed into the system and allow for a cohesive and dynamic method of employing resources. Current tactical assessments are available through the system.
- The force has a problem-oriented policing programme called Pathway. This is aimed at reducing ASB and lower-level crime. Pathway initiatives are identified and actioned through the tasking process. Pathway initiatives are monitored through daily tasking logs at BCUs and can therefore be escalated as required. Pathway projects normally require a minimal amount of police resources.

Areas for Improvement

- The force intelligence strategy and manual are in the process of development. This is being managed through the NIM project plan and overseen by the NIM project board.
- The force is developing its NIM processes to integrate greater community intelligence into TCG systems. A corporate quality of life review is being rolled out from July 2005 and this will include the need to develop community intelligence.

7 Leadership and Direction

There is a robust internal inspection programme, which is aligned to measure performance against the PPAF, and regular chief officer visits to areas and departments are a visible manifestation of leadership. Suffolk First has been the dynamic force strategy launched in 2001, aimed at making Suffolk the safest county in England and Wales. This has been expanded and developed into Suffolk First For You, to cater for the challenges of the citizen-focused agenda. A strategic review of the force took place during 2004/05. The force has recognised that changes need to be made to its performance regime and Charter Mark accreditation status in order to equip itself to meet the challenges of the future, and it will continue to make the necessary changes during 2005/06. The force is one of the partner forces in the Three Counties Programme, a programme of collaboration with Cambridgeshire and Norfolk Constabularies. Monthly individual and sector performance information is available to managers, and performance evaluators have been introduced on each area to assist with local scrutiny and accountability.

7A Leadership

Good

Strengths

- The chief officer team and PA are embarking on a leadership challenge with management consultants from mid-2005.
- The ACPO team requires flexibility to cover different roles during absence, and the current team demonstrates its adaptability. The chief officers have a balanced range of national responsibilities.
- The ACPO team is visible throughout the force and participates in high-profile reassurance operations.
- There are good formal and informal lines of communication throughout the force. Chief officers routinely visit stations and engage staff at all levels. The chief officer team also undertakes a structured area and departmental visit programme to discuss emerging issues and potential solutions. In addition, there is a quarterly area visit programme with a focus on performance and accountability.
- The force has put in place a robust audit and inspection programme, with all sector commands scheduled for inspection using methodologies similar to those deployed by HMIC.
- There are effective mechanisms to praise good work by staff or assistance given by the public both at force and area level. Award ceremonies are well supported by senior officers and PA members.
- The force vision of Suffolk First has been communicated effectively throughout the force by a variety of means. A communications strategy is in place to develop the vision into Suffolk First For You.

Areas for Improvement

- Changes to the chief officer team and to the leadership of the PA will present continuity challenges to the force. A recruitment process for the DCC will take place during the latter months of 2005; in the meantime, arrangements are in place to cover the ACPO roles through temporary promotion.
- With the promotion and transfer of the DCC and the retirement of the ACO and

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the director of finance, there was potential for instability in the ACPO team. The new appointments will undoubtedly quickly stabilise this situation.

- Changes have taken place to the structures for dealing with diversity. A diversity programme board, chaired by the DCC, was introduced in January 2005 and will take time to make an impact, particularly with a change of leadership. The ACC has retained responsibility for diversity delivery on external service issues.
- The current force suggestion scheme has been subject to review and it is recognised that it needs to be improved. Steps to reinvigorate the scheme will be taken during 2005.

7B Strategic Management

Good

Stable

Strengths

- Suffolk First has been a clear strategic vision for the force for the past five years and it is being updated to incorporate citizen focus. The new iteration, Suffolk First For You, is being marketed and launched during 2005/06. Suffolk First was recognised as being people focused and the force is keen to maintain that identity. Both Suffolk First and Suffolk First For You are championed by the force and the PA.
- The DCC is the ACPO champion for strategic management; the director of corporate development has responsibility for integrating the various planning cycles.
- National priorities and objectives are cascaded through force plans and objectives to BCU level. CDRP targets influence the objective-setting process.
- The PA is fully engaged with the force in planning and performance matters. A key part of Suffolk First For You is community engagement. The force and PA have published a joint strategic development plan that sets out customer and community needs driven by extensive consultation. The PA works through a series of boards and committees to ensure strategic consistency and challenge.
- At a strategic level, resources are allocated to Suffolk First priorities. Recent historical examples are the recruitment of additional police officers and the upgrading of scientific support facilities. At a tactical level, people resources are allocated according to identified priority through the resource allocation group, chaired by the HR director.
- The NIM is the primary business driver for the constabulary and sits at the heart of the Suffolk First policing model. The control strategy reflects strategic targets. Work is progressing to further integrate the NIM into the planning cycles.
- The Suffolk Constabulary website is an effective window into the organisation and a means to communicate its activity to the public. The corporate communication strategy is developing in line with Suffolk First For You and as a result of recommendations in the force strategic review.
- In 2003, HMIC gave a good assessment in respect of Suffolk's progress with the police reform programme. Key aspects of the programme were already embedded into existing Suffolk procedures and had clear links with many of the earlier Suffolk First initiatives. The DCC is the chief officer lead for the reform programme. The force strategic review made recommendations to increase the emphasis on citizen focus and work is progressing through the BVR of customer care and the Suffolk First For You project board.
- Innovative early work is taking place on efficient service delivery and support via the Three Counties Collaboration Programme with Cambridgeshire and Norfolk Constabularies. Suffolk is currently leading the project on major crime, criminal justice and custody. The Chief Constable takes over the chairmanship of the programme board during 2005/06. While progress has been made, there is a need for the project to produce tangible outcomes.
- A common template for area policing plans has been developed and was used for the first time in 2004/05. This creates corporacy across the county.

Areas for Improvement

- The force has limited environmental scanning resources to support strategic planning, but chief officers are involved in a range of ACPO working groups that provide exposure to emerging national issues. An executive decision-making process called First Tuesday, which complements the PPAF structure, has been introduced. This enables environmental scanning and resource usage to be considered during strategic decision-making. The force strategic review recommended the introduction of a more comprehensive environmental scanning facility and this recommendation has been agreed in principle.
- The force strategic review recognised that bureaucracy reduction activity required reinvigoration. A recommendation has been made to identify a bureaucracy champion and to focus activity on service delivery. The recommendation has been accepted and programmes of work are being planned.

7C Performance Management and Continuous Improvement

Good	Deteriorated
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Strengths

- The force has a clearly defined structure of performance meetings, with BCU commanders holding sector commanders to account and being accountable themselves to the ACPO team.
- The ACC conducts regular performance inspections of areas. Other chief officers conduct similar inspections for the departments under their responsibility. The chief officer team also undertakes a structured area and departmental visits programme to discuss emerging issues and potential solutions.
- The force's consultation strategy provides a wide range of consultation methodologies, from interactive voting to face-to-face surveys and mystery shoppers.
- Monthly performance data down to sector level is available to all staff through the force intranet.
- Suffolk First For You performance measures will be produced at a macro level and will be aligned to the national PPAF structure.
- All BVR work is costed and fully integrated with other management reviews and strategic developments aimed at improving local policing services. The PA and the force have agreed a joint strategy and guide for undertaking BVRs, with clearly defined roles and responsibilities of key participants.
- A BVR of customer care in 2004 made recommendations to improve the level of care provided by officers and staff. This review was one of the enablers for the evolution of Suffolk First into Suffolk First For You. This demonstrates the ability of the force to translate inspection results into positive action.
- A PDR process aligned to business objectives has been introduced during 2004/05. It is based on the integrated competency framework.
- The force has a personal performance information framework that has a range of qualitative and quantitative measures designed to measure progress at an individual and team level. The framework is being developed to take into account the PPAF and Suffolk First For You.
- The force undertook a wide-ranging force strategic review during 2004/05. The review was authorised in April 2004 and reported in November. Budgetary pressures prompted the review, together with the need to develop citizen-focused policing. The terms of reference recognised the progress made by the Suffolk First programme and recent injections of funding, mainly for police officer recruitment. There has been considerable PA investment and involvement in the review, with the chair, vice-chair and treasurer being members of the project board. The review made 27 recommendations across a wide range of strategic and tactical areas.

Areas for Improvement

- The force is progressing schemes of work aimed at integrating the current internal accountability structures, the Suffolk First For You process and the NIM.
- The new IT-based PDR system is in need of evaluation and review; this is recognised by the force and the work is under way. Although successfully

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launched, it is evident that there has been misunderstanding, resulting in an unnecessarily bureaucratic system.

- The outcomes of the force review, conducted during the winter of 2004/05, need clarification, action and communication. A number of the recommendations are not being taken forward by the force, and debate is continuing about the most appropriate direction for the force to take in some areas of business.
- The force has committed to reapplying for the Charter Mark Award by December 2006 and has embarked on a defined programme of work to achieve this.
- The force staff suggestion scheme is currently under review and will be developed during 2005/06.
- The force has no dedicated environmental scanning resources to support strategic planning, but chief officers are involved in a range of ACPO working groups that provide exposure to emerging national issues. An executive decision-making process called First Tuesday, which complements the PPAF, structure has been introduced. This enables environmental scanning and resource usage to be considered during strategic decision-making.

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Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	56.4%	N/A	54.3%	3 out of 7	48.6%	12 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	74.4%	N/A	74.3%	3 out of 7	71.5%	13 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	55.8%	N/A	59.1%	5 out of 7	56.8%	26 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	48.0%	N/A	49.5%	4 out of 7	44.1%	19 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	7.84 pts	N/A	9.57 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	79.9%	N/A	78.1%	3 out of 7	78.0%	15 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	71.4%	N/A	73.4%	6 out of 7	71.2%	25 out of 37
Difference between satisfied rates (SPI 3b)	N/A	8.45 pts	N/A	4.65 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	30.5%	N/A	30.5%	3 out of 5	24.7%	17 out of 34
% detected violence against the person offences for white victims (SPI 3d)	N/A	42.4%	N/A	35.0%	3 out of 5	34.6%	12 out of 34
Difference in violence against the person detection rates. (SPI 3d)	N/A	11.86 pts	N/A	4.56 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.44	0.36	-17.8 %	0.39	3 out of 8	0.70	7 out of 42
% detected racially or religiously aggravated offences	50.2%	51.2%	1.1 Pts	42.7%	3 out of 8	36.4%	10 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% of people who think that their local police do a good job (SPI 2a)	N/A	59.8%	N/A	51.6%	1 out of 8	48.6%	1 out of 42

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1C: Customer Service and Accessibility							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	67.0%	N/A	66.5%	5 out of 7	65.9%	23 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	50.7%	N/A	56.6%	6 out of 7	54.9%	33 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	39.1%	N/A	42.3%	5 out of 7	38.8%	23 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	71.7%	N/A	71.3%	4 out of 7	69.5%	19 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	55.1%	N/A	58.4%	5 out of 7	55.6%	25 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	91.5%	N/A	87.0%	1 out of 7	87.8%	9 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	76.5%	N/A	75.6%	4 out of 7	75.4%	20 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	61.7%	N/A	60.5%	2 out of 7	58.5%	11 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	90.3%	N/A	87.8%	2 out of 7	87.8%	12 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	79.5%	N/A	77.8%	3 out of 7	77.3%	14 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	59.8%	N/A	51.6%	1 out of 8	48.6%	1 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	56.4%	N/A	54.3%	3 out of 7	48.6%	12 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	74.4%	N/A	74.3%	3 out of 7	71.5%	13 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	63.0%	66.7%	3.7 Pts	82.7%	7 out of 8	76.9%	23 out of 38

* This data was not available at time of publication

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2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	73.9%	*	74.9%	2 out of 3	55.7%	10 out of 28
% of partner-on-partner violence (SPI 8b)	*	74.8%	*	80.2%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.44	0.36	-17.8 %	0.39	3 out of 8	0.70	7 out of 42
% detected racially or religiously aggravated offences	50.2%	51.2%	1.1 Pts	42.7%	3 out of 8	36.4%	10 out of 43

2B: Volume Crime Reduction							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	4.7%	4.7%	0 Pts	5.5%	2 out of 8	5.3%	20 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	14.4%	14.7%	0.3 Pts	17.4%	1 out of 8	17.9%	9 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	8.27	6.19	-25.1 %	8.64	2 out of 8	14.40	4 out of 43
Violent crime per 1,000 population (SPI 5b)	15.43	16.56	7.3 %	17.18	3 out of 8	22.44	6 out of 42
Robberies per 1,000 population (SPI 5c)	0.43	0.38	-10.3 %	0.49	2 out of 8	1.68	7 out of 42
Vehicle crime per 1,000 population (SPI 5d)	8.53	8.06	-5.5 %	9.66	3 out of 8	13.99	6 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.28	0.24	-14.3 %	0.33	3 out of 8	0.61	8 out of 42
Total recorded crime per 1000 population	78.82	76.84	-2.5 %	83.29	2 out of 8	105.37	4 out of 42
Violent Crime committed by a stranger per 1,000 population	3.37	3.65	8.4 %	5.24	1 out of 6	9.87	7 out of 34
Violent Crime committed in a public place per 1,000 population	9.46	10.11	6.9 %	9.66	4 out of 6	13.86	13 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	5.93	6.31	6.4 %	5.07	4 out of 6	4.16	25 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	1.46	1.49	1.4 %	1.69	3 out of 6	1.44	18 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	1.0%	2.3%	1.2 Pts	6.3%	2 out of 7	8.3%	2 out of 37

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2C: Working with Partners to Reduce Crime							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	4.7%	4.7%	0 Pts	5.5%	2 out of 8	5.3%	20 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	14.4%	14.7%	0.3 Pts	17.4%	1 out of 8	17.9%	9 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	8.27	6.19	-25.1 %	8.64	2 out of 8	14.40	4 out of 43
Violent crime per 1,000 population (SPI 5b)	15.43	16.56	7.3 %	17.18	3 out of 8	22.44	6 out of 42
Robberies per 1,000 population (SPI 5c)	0.43	0.38	-10.3 %	0.49	2 out of 8	1.68	7 out of 42
Vehicle crime per 1,000 population (SPI 5d)	8.53	8.06	-5.5 %	9.66	3 out of 8	13.99	6 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.28	0.24	-14.3 %	0.33	3 out of 8	0.61	8 out of 42
Total recorded crime per 1000 population	78.82	76.84	-2.5 %	83.29	2 out of 8	105.37	4 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.28	0.24	-14.3 %	0.33	3 out of 8	0.61	8 out of 42
Number of abductions per 10,000 population	0.015	0.	-100 %	0.016	1= out of 8	0.016	3= out of 42
% of abduction crimes detected	100.0%	0.0%	-100 Pts	50.0%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.06	0.07	25 %	0.12	3 out of 8	0.14	13 out of 42
% of attempted murder crimes detected	100.0%	80.0%	-20 Pts	80.0%	4= out of 8	72.7%	19= out of 43
Number of blackmail per 10,000 population	0.192	0.18	-7.7 %	0.14	8 out of 8	0.28	24 out of 42
% of blackmail crimes detected	38.5%	8.3%	-30.1 Pts	29.5%	8 out of 8	26.2%	42 out of 43
Number of kidnappings per 10,000 population	0.206	0.43	107.1 %	0.28	7 out of 8	0.53	26 out of 42
% of kidnapping crimes detected	100.0%	55.2%	-44.8 Pts	48.6%	3= out of 8	44.3%	18= out of 43
Number of manslaughters per 10,000 population	0.044	0.015	-66.7 %	0.03	3 out of 8	0.025	13 out of 42
% of manslaughter crimes detected	100.0%	0.0%	-100 Pts	84.2%	5= out of 8	119.2%	33= out of 43
Number of murders per 10,000 population	0.088	0.059	-33.3 %	0.094	2 out of 8	0.138	8 out of 42
% of murder crimes detected	100.0%	100.0%	0 Pts	105.1%	4= out of 8	94.5%	13= out of 43
Number of rapes per 10,000 population	2.54	2.68	5.8 %	2.33	7 out of 8	2.65	28 out of 42
% of rape crimes detected	26.2%	20.9%	-5.3 Pts	26.1%	8 out of 8	29.5%	39 out of 43

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3B: Tackling Level 2 Criminality							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
Violent crime per 1,000 population (SPI 5b)	15.43	16.56	7.3 %	17.18	3 out of 8	22.44	6 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.28	0.24	-14.3 %	0.33	3 out of 8	0.61	8 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.24	0.24	0.3 %	0.15	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	19.1%	27.8%	45.1 %	20.7%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	31.9%	20.4%	-36.2 %	31.5%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	1	1	0 %	3.3	N/A	6.78	N/A
No. of confiscation orders	5	27	440 %	7.7	N/A	43.16	N/A
Total value of confiscation orders	£77,584	£306,577	295.2 %	£319,313	N/A	£1,179,340	N/A
No. of forfeiture orders	19	2	-89.5 %	7.6	N/A	18.21	N/A
Forfeiture value	£15,069	£372	-97.5 %	£7,721	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.45	0.52	15.9 %	0.36	8 out of 8	0.45	31 out of 42
% detected trafficking in controlled drugs offences	95.4%	80.6%	-14.8 Pts	90.4%	7 out of 8	91.7%	41 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	73.9%	*	74.9%	2 out of 3	55.7%	10 out of 28
% of partner-on-partner violence (SPI 8b)	*	74.8%	*	80.2%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.44	0.36	-17.8 %	0.39	3 out of 8	0.7	7 out of 42
% detected racially or religiously aggravated offences	50.2%	51.2%	1.1 Pts	42.7%	3 out of 8	36.4%	10 out of 43

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3D: Volume Crime Investigation							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% detected of vehicle crimes (SPI 7e)	9.1%	10.0%	0.9 Pts	12.5%	7 out of 8	10.1%	29 out of 43
% detected of violent crime (SPI 7c)	65.0%	63.4%	-1.6 Pts	57.4%	2 out of 8	49.5%	12 out of 43
% detected of domestic burglaries (SPI 7b)	18.6%	21.1%	2.5 Pts	18.5%	3 out of 8	15.9%	13 out of 43
% detected of robberies (SPI 7d)	31.4%	29.2%	-2.1 Pts	26.2%	4 out of 8	19.9%	16 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	24.2%	25.9%	1.7 Pts	22.7%	3 out of 8	21.4%	12 out of 43
% total crime detected	32.6%	32.1%	-0.5 Pts	29.0%	2 out of 8	25.7%	8 out of 43
% sanction detected of vehicle crimes	8.0%	9.0%	1 Pts	11.3%	6 out of 8	9.3%	29 out of 43
% sanction detected of violent crime	41.5%	42.2%	0.7 Pts	37.1%	3 out of 8	34.3%	11 out of 43
% sanction detected of domestic burglaries	16.9%	18.7%	1.9 Pts	15.8%	3 out of 8	14.3%	13 out of 43
% sanction detected of robberies	28.3%	27.3%	-1 Pts	23.9%	4 out of 8	17.2%	17 out of 43
% detected racially or religiously aggravated offences	50.2%	51.2%	1.1 Pts	42.7%	3 out of 8	36.4%	10 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	11980	15069	25.8 %	14889	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	23.8%	28.9%	5.1 Pts	22.7%	1 out of 8	20.7%	2 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.24	0.24	0.3 %	0.15	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	19.1%	27.8%	45.1 %	20.7%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	31.9%	20.4%	-36.2 %	31.5%	N/A	43.7%	N/A

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3E: Forensic Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
Burglary Dwelling - % scenes examined	84.0%	78.0%	-6 Pts	82.1%	6 out of 8	85.4%	33 out of 42
Theft of motor vehicle (MV) - % scenes examined	53.0%	55.4%	2.4 Pts	52.5%	4 out of 8	40.1%	13 out of 42
% fingerprint recovery from burglary dwelling scenes examined	36.0%	39.9%	3.9 Pts	35.6%	4 out of 8	32.1%	13 out of 42
% fingerprint recovery from theft of MV scenes examined	53.0%	49.5%	-3.5 Pts	47.9%	4 out of 8	48.9%	24 out of 42
% DNA recovery from burglary scenes examined	8.0%	12.1%	4.1 Pts	8.8%	2 out of 8	8.2%	6 out of 42
% DNA recovery from theft of MV scenes examined	26.0%	30.7%	4.7 Pts	20.8%	1 out of 8	20.1%	3 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	18.0%	18.7%	0.7 Pts	21.4%	6 out of 8	16.8%	16 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	17.8%	N/A	29.8%	8 out of 8	35.5%	40 out of 42
% DNA matches from recovery at theft of MV scenes	*	18.9%	N/A	31.3%	8 out of 8	38.3%	42 out of 42
% fingerprint idents from recovery at theft of MV scenes	27.0%	23.5%	-3.5 Pts	31.6%	7 out of 8	27.9%	29 out of 42
% conversion of fingerprint idents to primary detections	78.0%	61.1%	-16.9 Pts	35.0%	2 out of 7	45.3%	7 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	96.0%	80.8%	-15.2 Pts	57.6%	3 out of 7	82.5%	23 out of 41
% DNA primary detections per match	79.0%	66.5%	-12.5 Pts	56.5%	2 out of 8	49.5%	7 out of 42
% DNA total detections per match (incl. secondary)	105.0%	87.5%	-17.5 Pts	116.5%	6 out of 8	88.7%	27 out of 42

3F: Criminal Justice Processes							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	11980	15069	25.8 %	14889.1	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	23.8%	28.9%	5 Pts	22.7%	1 out of 8	20.7%	2 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	85.2%	84.4%	-0.9 Pts	83.4%	4 out of 8	82.0%	15 out of 43
% of court results entered onto the PNC in 10 days	46.5%	64.5%	18 Pts	56.7%	4 out of 8	54.5%	18 out of 43
Number of sanction detections	12,937	13,503	4.4 %	14,887.4	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

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4A: Reassurance							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	6.2%	6.6%	0.4 Pts	8.5%	1 out of 8	11.3%	1 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	8.7%	5.7%	-3 Pts	9.4%	1 out of 8	12.5%	2 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	14.0%	15.4%	1.3 Pts	12.2%	7 out of 8	15.1%	28 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	7.6%	9.9%	2.3 Pts	12.0%	2 out of 8	15.8%	6 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	32.7%	37.1%	4.4 Pts	30.7%	6 out of 7	37.8%	21 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	1.0%	2.3%	1.2 Pts	6.3%	2 out of 7	8.3%	2 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	5.31	*	5.42	*	5.69	16 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.45	*	0.56	3 out of 8	0.51	11 out of 34

5A: Call Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
The local target time for answering 999 calls (secs)	10.	10.	0 %	10.88	N/A	11.1	N/A
Number of calls answered within local target time	88,431	90,592	2.4 %	104,093	N/A	254,988	N/A
% of 999 calls answered within locally set target time	79.9%	86.7%	6.9 Pts	88.6%	5 out of 8	87.3%	26 out of 39

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5B: Providing Specialist Operational Support							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	251	153	-39 %	154.4	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	6	6	0 %	20.3	N/A	22.5	N/A

5C: Roads Policing							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	5.31	*	*	5 out of 8	5.69	16 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.45	*	0.56	3 out of 8	0.51	11 out of 34

6A: Human Resource Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
Number of working hours lost due to sickness by police officers (SPI 13a)	69.13	63.49	-8.1 %	77.33	2 out of 8	70.57	8 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	54.14	40.95	-24.4 %	61.46	1 out of 8	63.72	2 out of 37
Medical retirements per 1,000 police officers	5.71	2.27	-60.3 %	2.98	2 out of 6	2.9	11 out of 39
Medical retirements per 1,000 police staff	*	2.46	*	2.94	4 out of 7	2.16	21 out of 39

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6C: Race and Diversity							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% of police recruits from BME groups (SPI 12a)	*	0.0%	*	1.8%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	2.7%	N/A	2.4%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (white officers: BME officers)	*	1: 4.39	*	1: 2.21	6 out of 6	1: 1.47	36 out of 37
% of female officers compared to overall force strength (SPI 12c)	21.8%	22.0%	0.2 Pts	20.9%	2 out of 8	21.2%	15 out of 42
% of female police staff compared to total police staff	56.4%	56.3%	-0.1 Pts	58.8%	7 out of 8	62.3%	40 out of 42
% of white police officer applicants appointed	1.7%	15.3%	13.6 Pts	14.0%	N/A	26.9%	N/A
% of BME police officer applicants appointed	0.0%	0.0%	0 %	6.5%	N/A	24.0%	N/A
Difference in % of applicants appointed	1.7	15	1330 Pts	7.5 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	2.2%	15.8%	13.6 Pts	16.1%	N/A	29.1%	N/A
% of male police officer applicants appointed	1.4%	14.3%	13 Pts	12.1%	N/A	24.2%	N/A
Difference in % of applicants appointed	0.8	1.4	60 Pts	4 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.63	1: 2.13	30.3 %	1: 1.9	4 out of 6	1: 1.41	34 out of 39

6D: Resource Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/0	National Rank 2004/05
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	96.7%	96.5%	-0.1 Pts	91.8%	1 out of 8	88.2%	1 out of 41
Total spending per police officer	£68,209.00	£71,523.92	4.9 %	£72,762.19	N/A	£121,668.41	N/A
Total spending per 1,000 population	£132,225.29	£139,549.01	5.5 %	£148,114.49	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ACC	assistant chief constable
ACO	assistant chief officer
ACPC	area child protection committee
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	anti-social behaviour order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CCD	central crime desk
CDRP	Crime and Disorder Reduction Partnership
CJU	criminal justice unit
CMD	crime management division
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPO	community police officer
CPS	Crown Prosecution Service
CPT	child protection team
CSO	community support officer
CSU	community safety unit

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DCC	deputy chief constable
DCI	detective chief inspector
DNA	deoxyribonucleic acid
DV	domestic violence
ERU	event resolution unit
FMB	force management board
FOR	force operations room
Glidewell	Review of the Crown Prosecution Service, Cm 3960 (June 1998)
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HR	human resource
IAG	Independent Advisory Group – a body advising a force or BCU on race and diversity issues
IS/IT	information services / information technology
ISCRE	Ipswich and Suffolk Council for Racial Equality
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LGBT	lesbian, gay, bisexual and transgender
MAPPA	multi-agency police protection arrangements
MSF	most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System

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NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
PA	police authority
PACE	Police and Criminal Evidence Act
PDR	performance development review
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PSU	Police Standards Unit
PYO	persistent young offender
QA	quality assurance
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SIO	senior investigating officer
SLA	service level agreement
SOCO	scenes of crime officer
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance

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assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'

TCG tasking and co-ordination group

Volume crime not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery

YOS youth offending service