



# SUFFOLK CONSTABULARY

**ORIGINATOR: CHIEF CONSTABLE**

**PAPER NO: AP25/03**

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –  
17 JANUARY 2025**

**SUBJECT: IMPROVING CONFIDENCE AND SATISFACTION**

**SUMMARY:**

1. This report illustrates Constabulary activity and performance in respect of public confidence in policing and the satisfaction of victims.

**RECOMMENDATION:**

1. The Police and Crime Commissioner (PCC) is asked to consider the progress made by the Constabulary and raise issues with Chief Constable as appropriate to the PCC's role in holding the Chief Constable to account.

## 1. INTRODUCTION

- 1.1. The Police and Crime Plan focuses on victims, and the service they receive. The Plan specifies under objective 3 (engagement with the public) a commitment that the PCC will consider detailed reports at the PCC's Accountability and Performance Panel on victim satisfaction and public confidence.
- 1.2. Surveys are undertaken with victims of Domestic Abuse (as part of the Home Office mandated ADR 444) by the in-house Domestic Abuse Victim Satisfaction Survey Co-ordinator due to the sensitivities of the crime and with victim safeguarding as the primary consideration.
- 1.3. Suffolk Constabulary uses the Office of National Statistics (ONS) Crime Survey of England and Wales (CSEW) to track the confidence of the Suffolk public.

### Confidence Measures:

- % of respondents who agree police are doing a good/excellent job
- % of respondents who agree police deal with community priorities
- % of respondent who agree police can be relied upon to be there when needed
- % of respondents who agree police would treat them fairly
- % of respondents who agree police would treat them with respect
- % of respondent who trust police (new measure)
- % of respondents who have confidence in the police overall

## 2. VICTIM CONFIDENCE DATA

- 2.1. The most recent CSEW data was published in October 2024 and covers the period up to June 2024. The survey pause due to Covid means that the three-year average used for comparison is for the periods ending March 2020, March 2023 and March 2024. Levels of confidence are displayed in Table 1 below:

**Table 1: Suffolk Constabulary Confidence Data for 12M ending June 2024**

Measure	Last 12 M	3 year average	Difference	National Average (Last 12M)	National Ranking: as at June 2024 (/42)	MSG Comparison at June 2024
% of public who agree police are doing a good job	50.8%	51.1%	-0.3pp	48.3%	15 <sup>th</sup>	4 <sup>th</sup>
% of public who agree police deal with community priorities	46.5%	48.2%	-1.7pp	44.8%	15 <sup>th</sup>	4 <sup>th</sup>
% of public who agree police can be relied upon when needed	51.6%	51.4%	+0.2pp	49.9%	18 <sup>th</sup>	4 <sup>th</sup>
% of public who agree police would treat them fairly	62.3%	63.9%	-1.6pp	58.0%	11 <sup>th</sup>	4 <sup>th</sup>
% of public who agree police would treat them with respect	85.1%	86.4%	-1.3pp	79.8%	5 <sup>th</sup>	3 <sup>rd</sup>
% of public who agree police can be trusted	74.4%	N/A	N/A	69.4%	9 <sup>th</sup>	3 <sup>rd</sup>
% of public who have confidence in the police overall	72.5%	71.8%	+0.7pp	65.3%	4 <sup>th</sup>	2 <sup>nd</sup>

- 2.2. The CSEW surveys are undertaken face-to-face by a researcher in the home of the participant. The surveys ask many questions of participants covering a range of police and crime issues, including confidence in policing. It should be borne in mind that members of the public participating in the survey may never have been a victim of or reported a crime to police or

have had any other experience of police. Therefore, responses in relation to confidence in police should be considered to measure perceptions of police, rather than experience.

- 2.3. The research is carried out by a third-party research company on behalf of the Office for National Statistics (ONS). When questions are asked in the CSEW, they are asked in the context of 'the police in your area', rather than Suffolk Constabulary specifically.
- 2.4. As at June 2024 confidence in Suffolk Police sits in line, with or just below, the three-year average in all six measures. In relation to the national average, Suffolk is above for all measures.

#### Domestic Abuse Surveys (ADR 444)

- 2.5. Suffolk Constabulary has a requirement to comply with ADR444 (Service Improvement Survey – Domestic Abuse). In Suffolk, a Victim Satisfaction Survey (VSS) Co-ordinator delivers the Home Office mandated requirement to carry out satisfaction surveys with victims of Domestic Abuse. Data from the Domestic Abuse surveys is recorded and stored on an in-house database which allows analysts from the Analytics & Insight (A&I) Department to access the results and review for a variety of purposes including to inform the Domestic Abuse Delivery Group.
- 2.6. Data for the two year period to September 2024 for overall satisfaction is included below. The proportion satisfied reflects fairly satisfied, very satisfied or completely satisfied responses in the 12-month period to 30<sup>th</sup> September 2024 and compares this to the preceding 12-month period.

Measure	Most Recent 12M (to 30 <sup>th</sup> Sep 2024)	Previous 12M (to 30 <sup>th</sup> Sep 2023)	Difference Against Previous 12 Months
Satisfaction Amongst Victims of Domestic Abuse – Whole Experience	87%	91%	4pp Decrease

### **3. PUBLIC CONFIDENCE, SATISFACTION AND ENGAGEMENT PORTFOLIO**

- 3.1. The following provides a summary and context of the key activities that are being overseen by the Public Confidence, Satisfaction and Engagement Portfolio's.

#### Continuing to embed the new Local Policing Model

- 3.2. As previously reported the new Operating Model went live on 4th December 2023 and consists of 3 strands: Response Investigation Teams (RIT), the Community Policing Teams (CPT) and the County Partnership and Prevention Hub (CPPH). The Constabulary continues to track the impact of the implementation of the new model via regular (quarterly) post implementation reviews. The 9-month review identified the following headline findings:
  - Computer Aided Dispatch (CAD) and crime demand continues below 2023 levels; however, data suggests a significant spike over the summer.

- In-target response to Grade A incidents has declined slightly compared to 12 months ago however, in-target response to Grade B1 and B2 incidents has improved year-on-year, as has the average time to respond.
- RIT teams are attending nearly 80% of Grade As and nearly 90% of Grade Bs. Nearly two-thirds of attended antisocial behaviour (ASB) CADs are responded to by a CPT officer.
- CPTs have attended only 6% of Grade As, most commonly in relation to violence, suspicious circumstances, and concern for safety.
- Diary Cars are increasing in their use and deployment.
- Investigation allocation remains largely unchanged compared to previous reporting with non-crime making up over a third of CPT investigations.
- CPT's are managing nearly two-thirds of all ASB investigations.
- There has been little shift in RIT outcomes compared to NRT investigations for the same period 12 months ago; however, CPT officers have achieved an increase compared to SNT.
- CPT engagements continue to be positive and significantly higher than pre-December 2023.

3.3. In summary the new operating model, without seeing significant impact on our ability to respond to incidents, has enabled a significant increase in engagement and proactive neighbourhood policing across the County.

#### Community Engagement Activity

3.4. Community Policing Teams (CPT's) continue to be protected from other operational abstractions, allowing them to focus primarily on improving public trust and confidence in Local Policing through regular formal and informal engagement activities.

3.5. Despite a slight reduction in engagement activity during August 2024, largely attributed to the high level of mutual aid and support for major investigations, community engagement remains high.

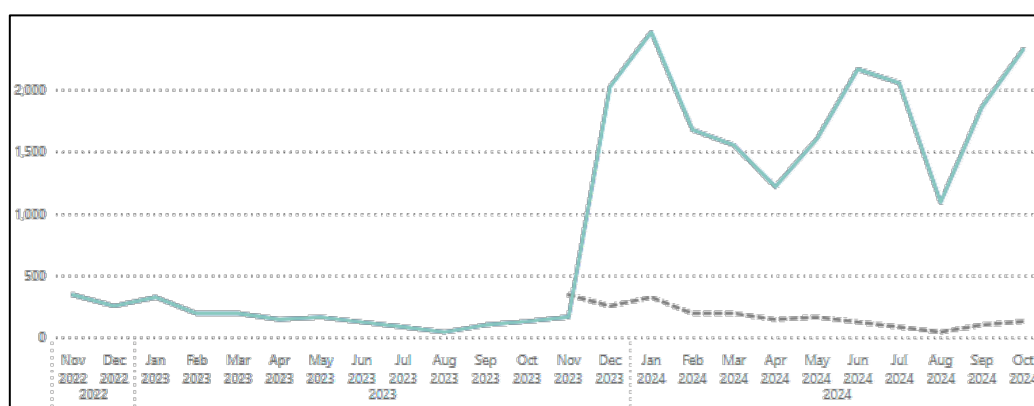
3.6. The CPT's continue to focus engagement on the areas of greatest risk with most of the engagement activity being linked to crime prevention or targeted activity within community hotspots. In October 2024, there were 2325 engagement events which involved meaningful engagement with 4,327 people.

#### **Engagement Activity (by sub category)**

Category	July	August	September	October
Children and Young People	204	18	231	314
Community Meeting	55	21	39	33
Crime Prevention	395	272	438	724
Engagement Surgery	26	13	23	38
Neighbourhood Engagement	150	95	127	99

Park Walk Talk	258	260	365	376
Public Events	293	52	72	33
Recruitment Events	5	7	15	22
Targeted Activity	617	297	496	605
Vulnerable or Diverse Communities	51	56	53	79
<b>Grand Total</b>	<b>2054</b>	<b>1091</b>	<b>1859</b>	<b>2323</b>

### Total Number of Engagements per month



- 3.7. There has been an increasing trend of improved levels of engagement within underrepresented communities. For example, in October 2024 1,912 (44%) of those people engaged with were recorded as being of non-white heritage. This is in comparison with October 2023 where only 64 (30%) were recorded as being from an underrepresented community.

### Operation Spotlight – Antisocial Behaviour (ASB) Hotspot activity

- 3.8. Activity linked to the funding received for “Hotspot” Policing continues. The constabulary continue to strive towards delivery of an additional 9,000 hours of visible policing across the 16 defined hotspot areas across Suffolk.
- 3.9. Key activity includes:
- 5,148 Hours of additional patrol achieve between May and November (57% progress towards target)
  - November 2024 saw the launch of the “Don’t be a Mug” digital media campaign in, which has so far reached 270K people and seen over 75K meaningful interactions. First time Suffolk has made use of TikTok and YouTube to target younger audiences.
  - Secured and implemented enhances in the constabulary ASB Analytical predictive software (Poliscope).
  - Continued to deliver a series of partnership funded activities with young people across Suffolk.

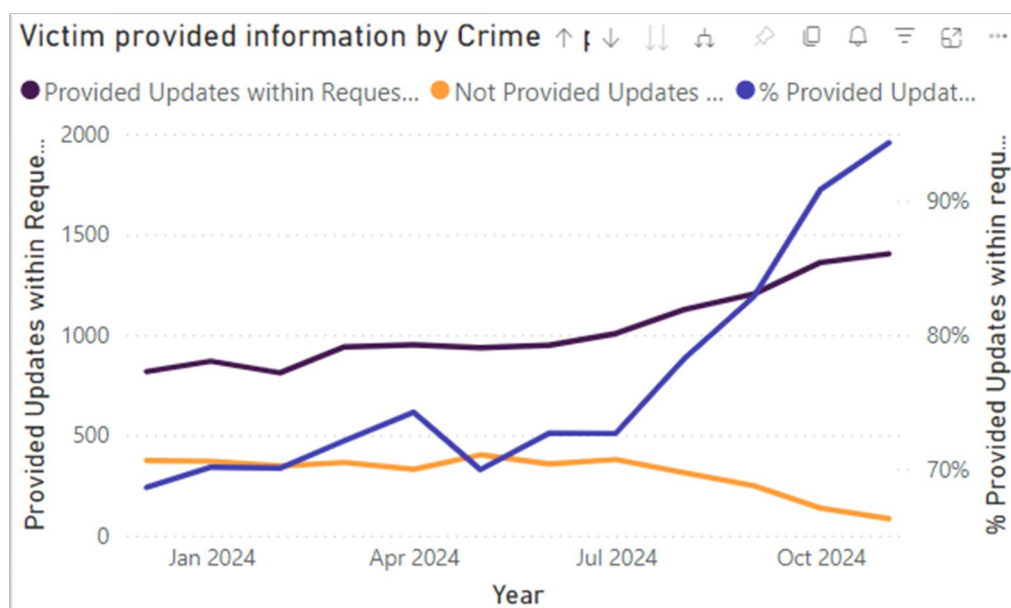
- 3.10. Early indications are that the hotspot areas subject to enhanced focus under Operation Spotlight have seen an overall year on year reduction in ASB of 55%.

#### Police Race Action Plan

- 3.11. The Constabulary has now embedded the Police Race Action Plan Advisory and Scrutiny Panel into the gold structure for delivery against our Police Race Action Plan. The new chairperson (Angelina Quamina) has been appointed and the panel are meeting regularly and contributing to relevant programmes of work relating to DEI. This work continued to be overseen by the Deputy Chief Constable Rob Jones.
- 3.12. Each locality has a well-developed engagement strategy focusing on underrepresented communities. These are in the process of being refreshed and the Police Race Action Plan Advisory and Scrutiny Panel are assisting with quality assurance of these plans.
- 3.13. In February 2025, an input is being provided to all CPT officers to help build confidence in engagement with traditionally hard to engage with communities, again supported by the Police Race Action Plan Advisory and Scrutiny Panel Chairperson.

#### Victims Code

- 3.14. All operational officers deployed within either County Policing Command (CPC) or Crime, Safeguarding & Incident Management (CSIM) are now working towards a common set of priorities. The most relevant priority for this APP is to “put victims at the heart of everything we do ensuring we comply with the Victims Code.”
- 3.15. Often contact with victims from investigating officers is seen as a key driver for maintaining confidence in investigations. Significant effort has been made to drive improvements within these areas over the past 6 months. Consequently, the rate at which victims have received updates within agreed timeframes has increased from 70% in May 2024 to 94% in November 2024.



CCR Digital Team

- 3.16. In March 2024 the Suffolk Constabulary Digital team was established operating a 0900-2200hrs service seven days a week. Key responsibilities include the monitoring of Constabulary Social Media accounts, Live Chat, Email accounts and Single Online Home (SOH) reports (direct reporting via our website also referred to as SOH). This is a good example of offering more contact avenues for the public to reach out to Suffolk police providing them with choice in their contact method. Where possible the public are asked to provide feedback on their experience. Live chat has had over 6000 survey responses to date with 90% rating the service as Very Good.

#### Call Handling

- 3.17. During the reporting period for this paper there has been increased improvement on Suffolk CCR call handling capability. 999 performance has consistently achieved the Service Level Agreement (SLA) of 90% for 10 of the 12 months with only a slight drop of 2 % on the months where it was not achieved. 101 performances have seen significant gains where we have been able to answer our calls effectively and efficiently resulting in a drop in our abandonment rates on average by over 20% points. The call answering times have been reduced by our increase in staff, policy alterations and consistent training to provide a better level of service and overall confidence. This is reported on in more detail in the calls for assistance paper.

#### Domestic Abuse Video Response (DAVR)

- 3.18. In April 2024, the DAVR team was launched and now operate from 0800-2200hrs seven days a week. Performance has followed the incremental increase in staffing with the team servicing 7% of total DA demand in the final month of reporting for this paper. The team have an officer within CCR that can respond dynamically to appropriately identified service requests while the rest of the team on that shift are dealing with members of public on a diary basis to ensure that protected time with individuals to gain all the information required to progress the investigation. Satisfaction of this service is understood through opinion surveys with 93% of people stating they preferred this method of contact (during period April 2024- Sept 2024 as team commenced work in April 2024). This is a positive indicator that again members of public are valuing alternative contact methods to traditional telephony or face to face interactions.

### **4. PUBLIC COMPLAINTS**

- 4.1. Public complaints are made by members of the public in relation to the conduct of those serving in the Force and are recorded under Schedule 3 of the Police Reform Act (PRA) 2002. To ensure a more customer-focused complaints system, Forces are also required to log and report complaints about a much wider range of issues including the service provided by the police as an organisation, handled outside of Schedule 3.
- 4.2. A total of 155 complaints were recorded in the reporting period, 1 April to 30 September 2024. This is a decrease of 7% compared to the same 6-month period in 2024. Every complaint contains at least one allegation and a total of 501 allegations have been recorded in the reporting period. The most frequently recorded category of complaint is Delivery of duties and service, which is 40.9% of the total.

- 4.3. Chapter 6 of the Independent Office for Police Conduct (IOPC) Statutory Guidance states complaints should be logged, and the complainant contacted 'as soon as possible'. Of the 155 complaints received, 88.4% of cases were logged within 2 working days and 88.8% of complainants were contacted within 10 working days.
- 4.4. A total of 124 complaints have been finalised in the reporting period and of those, 17.7% were investigated, 62.1% were handled otherwise than by investigation (reasonably and proportionately responding to concerns raised and seeking to resolve them), 8.1% were resulted as no further action and the remaining 12.1% of complaints were withdrawn. Complaints handled under Schedule 3 took an average of 109 working days to finalise, excluding the time the case was suspended due to being subj judice (pending criminal investigation or proceedings).
- 4.5. The outcome for complaints handled outside of Schedule 3 will either be resolved or not resolved. Of the 26 complaints finalised, 88.5% were resolved.
- 4.6. If the complainant is dissatisfied with the outcome of their complaint, they can ask for it to be recorded under Schedule 3. In the reporting period three cases were moved to Schedule 3.
- 4.7. Complaints handled outside Schedule 3 took on average 43 working days to finalise.
- 4.8. The ethnicity of the complainant is recorded where it has been provided and in the reporting period, 88.1% of complainant's self-classified ethnicity has been recorded. Of the complainants, 10.6% are Ethnic Minority, 77.5% are White and 11.9% are Unknown.
- 4.9. Of the allegations recorded, 5.2% have been made in relation to Discriminatory behaviour. The 26 allegations are broken down into 13 allegations of discrimination under the grounds of Race, 8 relate to Sexual discrimination, 4 relate to Disability discrimination and one has been recorded relating to Religion or belief.
- 4.10. Complainants can request a review if they remain dissatisfied with the outcome of their complaint. Of the 33 reviews determined by the IOPC and the Local Policing Body (Police and Crime Commissioner), 2 have been determined as the outcome was not reasonable and proportionate.
- 4.11. Where a local investigation is not completed within 12 months the Appropriate Authority (Chief Constable of Suffolk Constabulary) must provide the Local Policing Body and the IOPC with details in writing, of the cases, the progress of the investigation, estimate of the timescales and a summary of the steps to progress the investigation. In the reporting period, 23 of these reports were sent, relating to 14 complaint cases and nine conduct investigations.
- 4.12. A total of 29 internal conduct cases were recorded in the reporting period. Three gross misconduct hearings were held in the reporting period, for two police officers and one member of police staff, all resulting in dismissal. Eight misconduct meetings were held for police officers, resulting in three Final Written Warnings, three Written Warnings and two referrals to the Reflective Practice Review Process.
- 4.13. Changes to the chairing of police misconduct hearings came into effect in May 2024. The government proposed Chief Constables should have stronger decision-making powers to determine whether a police officer should be dismissed. Assistant Chief Constables (ACC) will



lead on misconduct hearings and a new pilot role of ACC has been created across Norfolk, Suffolk and Hertfordshire to oversee and speed-up gross misconduct hearings.

#### Organisational Learning

- 4.14. Identifying and implementing organisational and individual learning is essential for any organisation to grow and develop. Suffolk Constabulary works closely with the Independent Office for Police Conduct (IOPC) and the Office of the Police and Crime Commissioner (OPCC) to identify opportunities to learn through the complaint and review process. The newly formed Engagement & Analytical team within the Professional Standards department (PSD) are also developing a culture of learning and development. Through the use of analysts, researchers, and powerful analytical tools such as Power BI. The Engagement & Analytical team encourage Officers and staff to identify learning in everyday business. The overall aim is to identify areas of improvement for Suffolk Constabulary. Using a problem-solving approach to ensure issues are resolved and learning and best practice are shared.
- 4.15. The Professional Standards Department (PSD) is currently implementing an internal development plan. The introduction of the new Engagement & Analytical Hub encompasses the PSD Engagement Officer role (formerly known as Prevent Officer) and pulls together PSD's analytics and research function. Although the project is in its early stages, the aim is to reduce duplication and increase Analytical output. This in turn will feed into the PSD engagement work. The PSD engagement officer will visit complaint and conduct 'hotspots' to provide education and oversight to performance and development. We will equally be looking at engagement 'cold spots' where reporting and incidents are less prevalent to ensure any hidden demand and learning is captured. The process will be in conjunction with the Human Resources department who will take the lead on welfare and performance issues.
- 4.16. The Analytical function will continue to develop a joint force data correlation product using Power BI. This will result in a cross referencing of Human Resource (HR) and PSD data to identify trends and themes across the organisation.
- 4.17. The PSD Engagement Team has also recently undertaken an audit of the training products produced and delivered by the department. A new training programme is being developed, where products are tailored to specific groups of Officers and Staff. The training inputs will focus on organisational culture and learning and be customised to the participants development stage. New Officers will receive shorter more frequent inputs relevant to their stage of development. Officers will be encouraged to conduct ethical discussions regarding both internal and external situations they may face as Officers. Professional Standards will continue to support the training of Student Officers, Detective Constables, new Staff, Custody Sergeants and Special Constables. This is in addition to the role out of bespoke training packages for Specialist roles such as Roads Policing and Dog section.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications relating to this report.

#### **6. OTHER IMPLICATIONS AND RISKS**

- 6.1 There are no other implications and risks associated with this report.

## **7. CHIEF OFFICER CONCLUSION**

- 7.1. This has been a strong performance period for the Constabulary. Suffolk Constabulary continues to perform well in comparison to national and MSG when exploring confidence and satisfaction measures.
- 7.2 The new operating model, has in the initial few months of inception, enabled a significant increase in engagement and proactive neighbourhood policing across the County. Early indications are that the hotspot areas, subject to enhanced focus under Operation Spotlight have seen an overall year on year reduction in ASB of 55%.
- 7.3 Victims' Code Of Practice (VCOP) (victims code compliance) continues to be positive for the force, the rate at which victims have received updates within agreed timeframes has increased from 70% in May 2024 to 94% in November 2024.
- 7.4 There has been a decrease in recorded complaints from public over comparable period.