



Improving Confidence and Satisfaction Report

FREQUENCY: 6 monthly, January and July

CHIEF OFFICER LEAD: ACC Bridger

PURPOSE:

To enable the PCC to monitor the force's commitment to improving public confidence and victim satisfaction as outlined in the Police and Crime Plan, and to assess how the force responds to feedback and complaints from public engagement.

This report will address the following commitments from the Police and Crime Plan 2025-29:

Theme One: An Efficient and Effective Police Force

1. Objective One: Improving Public Confidence

- Evaluate the new Policing Model to enable the police to be more accessible and visible to communities, and support community engagement.
- Ensure that engagement and crime prevention activity reach the different populations which make up the Suffolk community.
- Act upon public complaints, dealing with them in a timely manner and ensuring learning is captured.
- Invest in the vetting department to optimise capacity and minimise delays for staff and suppliers.

Theme Three: Engage with Communities about Policing and Crime

2. Objective One: Enhancing Communication and Confidence

- Monitor victim satisfaction and public confidence, and work with the force to learn what it is hearing from local communities and improve communication with the public and enhance confidence in the police.

MINIMUM REQUIREMENTS: The report will include:

- Data from surveys on victim satisfaction.
- Explanation of key trends and emerging issues from the survey data.
- Comparative data with other forces
- Organisational learning and themes from complaints
- Coverage of the Confidence Board's work, specifically key activities and their results aimed at improving confidence.
- Themes for policing arising from engagement activities by the force or by the Chief Constable and PCC, and any resulting actions.
- Any emerging demands, risks, and financial consequences related to this area of work.
- Any HMICFRS requirements related to improving confidence and satisfaction, and recording complaints.



OTHER CONSIDERATIONS: We invite the force to provide additional professional judgement as to what other issues need to be drawn out, this could include:

- Key learning, areas for improvement, and/or additional investments, including an update on the new local pilot ACC role to chair gross misconduct hearings.
- Other national and local emerging issues the report author wishes to raise, such as notable changes or new requirements in national policy and legislation.
- Progress on investments via precept funding and transformation plans related to Public Confidence (e.g., Digital Public Contact Team, Rapid Video Response), with a more detailed response in the Calls for Assistance APP report, and plans for evaluating benefits.
- High-level updates on how the new operating model supports public confidence, including measures to mitigate the abstraction of officers from community policing, as identified in the PEEL inspection.



Responding to calls for assistance

FREQUENCY: 6 monthly, January and July

CHIEF OFFICER LEAD: ACC Bridger

PURPOSE: To enable the PCC to effectively monitor the force's approach to the commitments outlined in the Police and Crime Plan 2025-29, specifically under *Theme One: An Efficient and Effective Police Force*.

Theme One, Objective One: Improving Public Confidence through Effective Response to the Public and Proactive Crime Prevention

- Build on the investment in the Command and Control Room to ensure it maintains excellent emergency response and call-handling performance, utilising a range of alternative channels for reporting crime and contacting the police.
- Monitor the impact of investments in the Digital Desk and Rapid Video Response.

MINIMUM REQUIREMENTS: The report will include:

- Utilise comparative data published by the Home Office to benchmark performance for 999 and 101 calls against other forces.
- Track both emergency and non-emergency call demand using recent 12-month data versus long-term averages and control charts, including call answering and emergency response times.
- Identify emerging themes and geographic issues to support discussions with partner agencies and provide evidence of the CCR investment's effectiveness.
- Provide reassurance regarding call handling resourcing in the CCR.
- Engage in dialogue with the public about inappropriate demands and 'system time wasting.'
- Address emerging demands, risks, and financial consequences related to emergency response management.
- Deliver a comprehensive update on the implementation of Right Care, Right Person, detailing any learning and impact on CCR demand, reviewing whether intended outcomes (reduced officer demand, better support for vulnerable people) have been achieved, and explaining the use of additional officer resources.
- Report on any progress made concerning the HMICFRS cause for concern.

ADDITIONAL CONSIDERATIONS: We invite the force to provide additional professional judgement as to what other issues need to be drawn out, this includes:

- Key learning, areas for improvement, and/or additional investments.
- Any notable changes or new requirements in respect of national policy and legislation.
- Any public messaging the force wants to promote.



Use of Police Powers

FREQUENCY: 6 monthly, January and July

CHIEF OFFICER LEAD: ACC Bridger

PURPOSE: To enable the PCC to monitor the force's approach to the following commitments in the Police and Crime Plan 2025-29, under *Theme One, An Efficient and Effective Police Force*:

Theme One, Objective Four: Ensure the Constabulary's people are developed and supported, and its assets and resources are used to enable an effective and efficient police service.

- Ensure ethics and integrity in the way it delivers policing
- Ensure transparency regarding the use of police powers

MINIMUM REQUIREMENTS: The report will include:

- The force's approach to ensuring the commitments above, including Stop and Search, Taser, and Use of Force.
- Data, operational delivery, and performance regarding Suffolk Constabulary's use of police powers, addressing any arising disproportionality. The report should explain reasons behind any disproportionality, such as a low find rate following stop and search of black people compared with other groups, and outline actions being taken to improve this.
- An update on external scrutiny by the Police Powers Scrutiny Group
- Emerging themes, demands, risks, and financial consequences.
- Any HMICFRS requirements related to this area of work.

OTHER CONSIDERATIONS: We invite the force to provide additional professional judgement as to what other issues need to be drawn out, this could include:

- Key learning, areas for improvement, and/or additional investments.
- Any recurring trends around the use and availability of Body Worn Video in relation to executing police powers.
- Any notable changes or new requirements in respect of national policy and legislation.
- An update on the Taser Capability Review.
- Reference to the College of Policing's new Public and Police Safety Training model.



Workforce

FREQUENCY: 6 monthly, January and July

CHIEF OFFICER LEAD: DCC Jones

PURPOSE: To enable the PCC to monitor the force's approach to the following commitments in the Police and Crime Plan 2025-29, under *Theme One, An Efficient and Effective Police Force*

1. Theme One, Objective Two: Effective crime investigation, effective support for victims and appropriate management of offenders

- Ensuring effective training and develop of workforce to deliver quality investigations by skilled professionals

2. Theme One, Objective Four: Ensure the Constabulary's people are developed and supported, and its assets and resources are used to enable an effective and efficient police service.

- Have a proactive approach to attraction, recruitment and retention of its workforce
- Ensure the right workforce mix of police officer, staff and volunteers to police Suffolk effectively
- Explore opportunity to grow the police workforce with investment from partners in areas of mutual interest
- Strive to make the workforce more representative of the communities it services
- Care for the workforce by supporting health, well-being and welfare, thereby reducing levels of sickness and restricted duties
- Provide more opportunities for young people and volunteers to positively support and improve capacity and capability
- Ensure the workforce is supported with effective learning and continual professional development
- Comply with the equality duty
- Encourage diversity into the organisation

MINIMUM REQUIREMENTS: The report will include:

- The force's approach to attracting, recruiting, and retaining its workforce, as well as supporting officer and staff development and well-being.
- The force's activity in place to support the integration of the College of Policing's Code of Ethics.
- Emerging themes/demands, risks and/or financial consequences .
- Any HMICFRS requirements, in relation to this area of work.

OTHER CONSIDERATIONS: We invite the force to provide additional professional judgement as to what other issues need to be drawn out, this could include:

- Key learning, areas for improvement, and/or additional investments.
- Any notable changes or new requirements in respect of national policy and legislation.
- Any challenges and mitigation in relation to detective capacity, effective management of uplift, and under-represented groups.
- How effectively the force is managing staff, including appropriate PDRs.



Making Suffolk a safer place to live, work, travel and invest

- Updates on the force's retention strategy
- Results from the People Opinion Survey(s)
- Updates on any pressures realised/anticipated due to any surge in conduct cases