



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP25/30

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
11 JULY 2025**

SUBJECT: IMPROVING CONFIDENCE AND SATISFACTION

SUMMARY:

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 April 2025 and covers the period up to December 2024. Levels of confidence are displayed in Table 1 below:

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

Measure	Last 12 M	3 year average	Differe nce	National Average (Last 12M)	National Ranking: as at Dec 2024 (/42)	MSG Comparison at Dec 2024
% of public who agree police are doing a good job	53.8%	51.1%	+2.7pp	48.5%	7 th	4 th
% of public who agree police deal with community priorities	46.3%	46.4%	-0.1pp	45.2%	18 th	5 th
% of public who agree police can be relied upon when needed	53.0%	51.0%	+2.0pp	51.7%	18 th	3 rd
% of public who agree police would treat them fairly	66.3%	61.6%	+4.7pp	58.5%	3 rd	1 st
% of public who agree police would treat them with respect	86.3%	84.8%	+1.5pp	80.8%	2 nd	1 st
% of public who agree police can be trusted	77.0%	N/A	N/A	70.2%	4 th	2 nd
% of public who have confidence in the police overall	74.1%	70.7%	+3.4pp	66.3%	2 nd	1 st

- 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 December 2024 confidence in Suffolk Police sits in line, with or above, 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 March 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 31st March 2025 and compares this to the preceding 12-month period.

Measure	Most Recent 12M (to 31 st March 2025)	Previous 12M (to 31 st March 2024)	Difference Against Previous 12 Months
Satisfaction Amongst Victims of Domestic Abuse – Whole Experience	90%	89%	1pp Increase

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. Governance is provided by the Local Policing Board chaired by Assistant Chief Constable Eamonn Bridger.

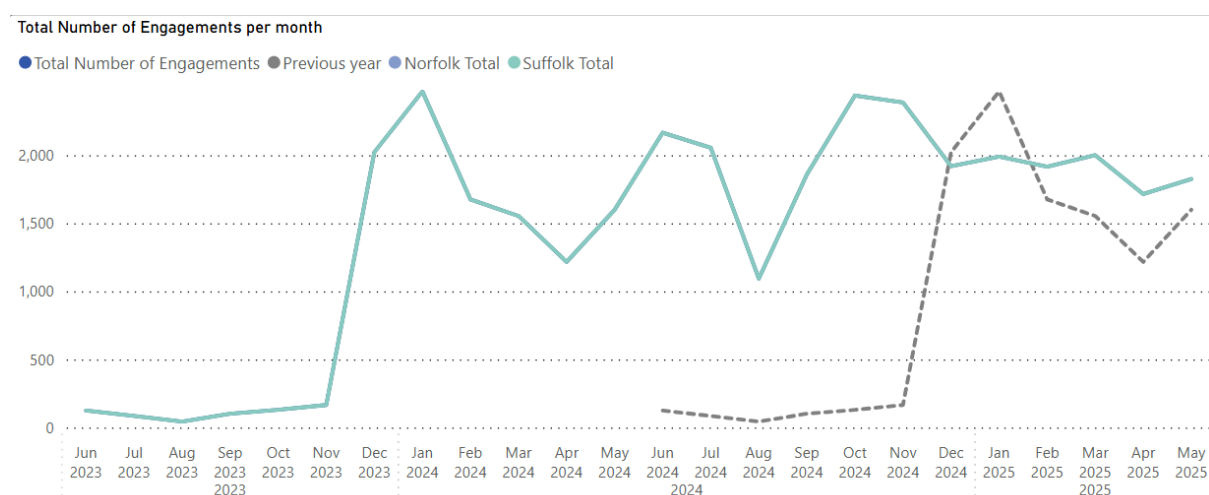
Community Engagement Activity

- 3.2. 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.
- 3.3. 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. Between January 2025 and May 2025, there were 9.5K engagement events which involved meaningful engagement with 16K people.

Engagement Activity (by sub category)

Category	January	February	March	April	May
Children and Young People	190	214	281	166	207
Community Meeting	45	35	53	29	35
Crime Prevention	493	485	437	464	337
Engagement Surgery	37	45	31	38	33
Independent Advisory Groups	3	2	2	1	3
Neighbourhood Engagement	158	159	152	136	215
Park Walk Talk	381	331	392	367	412
Public Events	33	21	23	39	98
Recruitment Events	10	11	7	8	10
Targeted Activity	574	586	553	384	428
Vulnerable or Diverse Communities	51	38	73	52	48
Grand Total	1975	1927	2004	1684	1826

Total Number of Engagements per month



3.4. There continues to be a positive level of engagements across Suffolk with CPT's consistently achieving between 1,800 – 2,000 documented engagement activities each month. Positively for the early months of 2025 we have seen no annual drop off in activity and have continued to maintain good level of engagements despite a usual seasonal decline during winter/early spring months.

- 3.5. Our engagement activity continues to be demonstrating a positive balance between delivering preventative advice and guidance and ensuring that activities are focused on targeted issues.
- 3.6. We continue to see a good level of engagements occurring within our less represented communities. Since January 2025 the ethnicity of those people engaged with were recorded as being of non-white heritage continues to be circa 40%.
- 3.7. Engagement activity continues to be reviewed and reported on at a force level monthly.

Operation Spotlight – Antisocial Behaviour (ASB) Hotspot activity

- 3.8. In April 2024 Suffolk Constabulary applied for a funding grant from the Home Office to directly enhanced overt policing and partnership activity aimed at reducing anti-social behaviour. Following a rigorous bidding process which involved support from a number of departments, Suffolk Constabulary successfully received £1m of funding. Consequently, the Constabulary launched Operation Spotlight.
- 3.9. The key successes identified from Op Spotlight have been:
 - The delivery of over 11,000 hours of additional police patrols within Hotspot locations which resulted in:-
 - 109 arrests
 - 88 stop/searches
 - 287 ASB powers used
 - 18 Weapons seized
 - 176 hours of partnership patrols
 - The launch of a force pilot of Live Facial Recognition;
 - Funding and coordination of a series of Roads and Armed Policing (RAPT) days of action to address anti-social use of vehicles ;
 - A range of problem-solving activities including the development of a partnership with Suffolk Fire and Rescue to raise awareness of the fire based ASB with young people;
 - Supporting of a variety of youth-based diversion activities impacting on over 700 young people in Suffolk;
 - Development of funding arrangements for VR Headsets to be used by YJS to target young people at risk of knife crime;
 - Funding to raise the use of ASB injunctions and Criminal Behaviour Orders (CBO's);
 - The launch of a social media campaign which resulted in the largest reach of any campaign ever run by Suffolk Constabulary (reaching over 900K individuals and viewed over 1.5m times);
 - The introduction, training and subsequent deployment of Project Vigilant and tactic to tackle sexual offending and predatory behaviour in the Night Time Economy (NTE);

- The procurement and initial development of a Goodsam GPS tracking product that will soon be rolled out across CPT's.
- 3.10. Operation Spotlight has been a great success, not only contributing significantly to a 45% reduction in ASB incidents recorded, and helped us try new innovative things, but also helped to build public confidence and embed sustainable problem-solving activities across the communities most in need of our support.
- 3.11. Building on the great successes of our delivery in the first year, Suffolk Constabulary secured a further £1m of funding for a second year of Hotspot activity. The team are now continuing to build on those initial successes to deliver even more impact in 2025 and beyond.

Neighbourhood Policing Guarantee

- 3.12. As part of the Government's Safer Streets Mission, the Prime Minister announced details of the Neighbourhood Policing Guarantee, aimed at restoring and strengthening local policing in every community by the end of this Parliament.
- 3.13. This follows on from the confirmation in January 2025, of Government's finalised Police Funding Settlement – published in January 2025 - confirming the doubling of funding available to a total of £200 million in 2025/26 to support the first steps of delivering 13,000 more neighbourhood policing personnel.
- 3.14. Suffolk Constabulary has subsequently provided the baseline detail of our current Neighbourhood Policing provision (as defined by the definitions set by the Home Office - March 24 baseline) as being 93 Police Officers and 23 Police Community Support Officers (PCSO's).
- 3.15. In April 2025, the Home Office approved Suffolk Constabulary's plan to grow its Neighbourhood Policing provision by 26 full-time equivalent (FTE) and therefore confirmed funding of £1.8m to support this.
- 3.16. Work is now ongoing to formalise where the best operational impact will be achieved through the deployment of the year 1 uplift resource with a specific focus on achieving the best impact on public confidence.
- 3.17. In April 2025, The Home Secretary wrote to all Chief Constables and PCC's laying out nine Neighbourhood Policing Guarantee commitments for forces to ACHIEVE BY July 2025. These are summarised as being:-
- Every community having a names and contactable officer;
 - Achieve 72 Hours response times to neighbourhood queries from communities and businesses;
 - Carry out regular local beat meeting;
 - Publish Neighbourhood policing teams local priorities;
 - Have a force ASB lead;
 - Increase patrols in town centres and other hotspots.
 - Uplift of officers, PCSO's and Special Constables in line with agreed 2025/26 targets
 - Be starting to deliver the new College of Policing Neighbourhood Policing Pathway

- Increase visible patrols and engage with local communities and businesses

- 3.18. The assessment is that Suffolk are well positioned to achieve all these commitments.
- 3.19. Ongoing activity is now progressing against a series of activities focused on achieving effectively against the five pillars of delivery outlines within the Governments Neighbourhood Policing Guarantee. This includes the commencement of a programme of delivery under the direction of Assistant Chief Constable Bridger.

CCR Digital Team

- 3.20. In March 2025, 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 response rate of 74% the public rate the service as – very good.
- 3.21. In March 2025 we launched the second phase of the Digital desk referred to as the evolution stage to focus on improving our engagement with our communities. The constabulary have worked closely with their major investigations team to develop a clear two-way communication process enabling better communication out to the public and also to capture concerns raised by the victims for the constabulary to effectively manage community concerns.
- 3.22. The evolution of the Digital Desk enabled the Constabulary to introduce a system via social media to alert the public to share dynamic incidents, such as road closures and road collisions, to alert the public to aid confidence and communication with the public.

Call Handling

- 3.23. During the reporting period for this paper there has been increased improvement on Suffolk Contact and Control Room (CCR) call handling capability. 999 performance has consistently achieved the Service Level Agreement (SLA) of 90% for the 12 months with an average of 91/4%.
- 3.24. 101 performance has seen significant gains where we have been able to answer our calls effectively and efficiently resulting in a drop in our abandonment rates to a monthly avg. of 11.1% for the reporting period this is more than half of the previous reporting year. 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)

- 3.25. The launch of the Domestic Abuse Video Response (DAVR) Team in April 2024 has provided the Constabulary with a dynamic, and victim-focused, alternative to traditional response methods to report Domestic Abuse.

- 3.26. Performance has steadily improved in line with increased staffing, with the team now servicing 13% of total domestic abuse Domestic Abuse demand in March 2025.
- 3.27. The DAVR model operates from 0800–2200 hours, seven days a week and calls are managed through a structured diary appointments system meeting with the victims virtually at an allocated agreed time slot that suits the victim. Each call is risk assessed to manage risk before the call is triaged to the DAVR team.
- 3.28. In May 2025, the team made 127 appointments available, achieving a 92% booking rate, with 116 slots filled. On average, the team completed 3.77 appointments per day, with 2.96 of these being successful, and recorded 106 investigations—the highest monthly total since the team’s inception.
- 3.29. Public satisfaction with the DAVR service has been consistently high. Between April and September 2024, 93% of respondents indicated they preferred this method of contact over traditional telephony or face-to-face interactions. Although satisfaction dipped slightly to 87% by January 2025, this remains a strong endorsement of the model’s value.
- 3.30. The DAVR Team continues to evolve, with plans to support Claires Law Domestic Violence Disclosure Scheme (DVDS) disclosures. These developments reflect a growing recognition of the DAVR model as a scalable, efficient, and victim-centred approach to managing DA demand.

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 320 complaints were received in the reporting period, 1 April 2024 to 31 March 2025. This is a decrease of 6% compared to the previous year. Every complaint contains at least one allegation and a total of 977 allegations were recorded in the reporting period. The most frequently recorded category of complaint is ‘Police action following contact’.
- 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 320 complaints received, 87.4% of cases were logged within 2 working days and 86.4% of complainants were contacted within 10 working days, with an average contact time of 7 days.
- 4.4. A total of 859 allegations were finalised under Schedule 3, with 36.8% determined as the service provided was acceptable. 12.6% were determined as the service provided was not acceptable, leading to actions such as apologies, learning from reflection and organisational learning. Schedule 3 complaints took an average of 94 working days to finalise and have gradually increased over the last 3 years.

- 4.5. The outcome for complaints handled outside of Schedule 3 will either be resolved or not resolved. 133 allegations were handled outside Schedule 3, with 92.5% resolved which is consistent with previous years.
- 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 only six cases were moved to Schedule 3.
- 4.7. Complaints handled outside Schedule 3 took on average 40 working days to finalise and have remained stable.
- 4.8. The ethnicity of the complainant is recorded where it has been provided and in the reporting period, of the 331 individual complaints recorded, 86.4% of complainant's self-classified ethnicity have been recorded. Of the complainants, 12.4% were from an Ethnic Minority background, an increase from previous years. Of the 331 complaints, 77.5% were White and 11.9% were Unknown. 52 allegations involved discrimination, with Race being the most cited characteristic.
- 4.9. Complainants can request a review if they remain dissatisfied with the outcome of their complaint. The IOPC reviewed 35 cases, upholding 11. Of the 12 reviews determined by the Local Policing Body (Police and Crime Commissioner), 2 were determined as the outcome was not reasonable and proportionate.
- 4.10. 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, 47 of these reports were sent.
- 4.11. A total of 65 internal conduct cases were recorded in the reporting period. Involving 93 breaches of the Standards of Professional Behaviour. The most common breach recorded was Discreditable Conduct (24.7%). 13 gross misconduct hearings and 18 misconduct meetings were held in the reporting period. Outcomes included dismissals, written warnings and referrals to the Reflective Practice Review Process.
- 4.12. 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

- 4.13. 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.

- 4.14. 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.
- 4.15. 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.
- 4.16. The PSD Engagement Team has 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 report, submitted to the Accountability and Performance Panel, outlines Suffolk Constabulary's ongoing efforts and performance in enhancing public confidence and victim satisfaction. Drawing on data from the Crime Survey for England and Wales (CSEW) and internal Domestic Abuse Victim Satisfaction Surveys, the report highlights that Suffolk consistently outperforms national averages across all confidence measures. Notably, 74.1% of the public express overall confidence in the police, and 90% of domestic abuse victims report satisfaction with their experience, both showing year-on-year improvements. These outcomes reflect the Constabulary's strategic focus on community engagement, victim-centred services, and operational transparency.
- 7.2 Key initiatives contributing to these results include Operation Spotlight, which has significantly reduced anti-social behaviour through targeted patrols and community interventions, and the

expansion of the Domestic Abuse Video Response (DAVR) team, offering a flexible and victim-preferred reporting method. Additionally, the Neighbourhood Policing Guarantee and the evolution of digital engagement platforms have broadened public access and responsiveness. The report also details improvements in call handling, complaint resolution, and internal learning mechanisms, all of which support a culture of accountability and continuous improvement. Suffolk Constabulary is positioning itself to meet national policing commitments and sustain public trust through innovative, data-driven, and community-focused policing.