

Improving Confidence and Satisfaction Report

FREQUENCY: 6 monthly, January and July

CHIEF OFFICER LEAD: ACC Alice Scott

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

Objective One: Improving Public Confidence through an effective response to the public and proactive approach to crime prevention

- 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.

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.

- 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: Effective engagement with communities, and working with partner agencies, to enhance community safety and criminal justice.

Objective One: Engage with communities to understand their views about policing and crime.

- 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 (including DA surveys) and confidence survey data from the Crime Survey for England and Wales (CSEW). As the contract has ended, an update on how the force will understand victim satisfaction is needed.
- Explanation of key trends and emerging issues from the survey data, particularly for areas showing deterioration. This should include relevant ongoing service improvements.
- Comparator data with other forces in relation to the national CSEW data.



- Organisational learning and themes from complaints to provide a comprehensive sense of satisfaction.
- 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 (online or in the community) 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.
- Feedback and learning from changes to Police Misconduct hearings ensuring complaints are dealt with swiftly.

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

- 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 Alice Scott

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.

This report will consolidate the various methods the force uses to respond to calls for assistance and the actions taken to manage demand. It will support the PCC in holding the Chief Constable accountable for delivering an effective Command and Control Room (CCR), considering the need to triage vulnerability, encourage diverse methods of contact, and ensure appropriate resourcing levels to meet demand. Additionally, it will include progress on improvements funded by the precept investments.

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, outlining the Constabulary's commitment to mitigate vacancies and maintain capacity.
- Engage in dialogue with the public about inappropriate demands and 'system time wasting,' and highlight the methods the force uses to support public contact.
- 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.
- Updates on compliance with the 72-hour response times to neighbourhood queries from communities and business as part of the Neighbourhood Policing Guarantee.



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 Alice Scott

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 (ISCRE will provide an update to be appended to the Police report on progress with SSRG and PPSG for the period Jan-June). The force should include a paragraph in the main report explaining the benefits of the move from SSRG to PPSG.
- 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 and its impact on both the force's activity and scrutiny of Taser.
- Reference to the College of Policing's new Public and Police Safety Training model, which came out in March 2025 and how this has impacted force resources in use of police powers.

Workforce (including Workforce Efficiency & Structure)

FREQUENCY: Twice per year

CHIEF OFFICER LEAD: DCC Dan Vajzovic

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

In addition, the report will enable the PCC to monitor and ensure effective scrutiny of People-related strategies that aim to improve productivity.

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. This will include:
 - Workforce numbers and breakdown
 - Workforce diversity data to show under-represented groups (and the work being undertaken to improve the position and promote an inclusive workforce culture)



- The net increase in detective numbers over the past two years, as well as a breakdown of the ethnic background of those new detectives.
 - How the force understands changes to its staff and officer base (via transferees, leavers, joiners) and manages challenges for capability and capacity
 - Workforce mix - exposing where there are capacity issues (and any remedial action), including any trends and themes from abstraction
 - Breakdown and number of officers on limited duties (current number and comparative figures).
- How People related strategies are delivering, or are planned to deliver, improved productivity, including:
 - Workforce programmes and restructuring decisions.
 - Efficiency gains through workforce planning and restructure.
 - Alignment of workforce structure to organisational goals.
 - Update on the development of the Strategic Workforce Plan
 - Anticipated and realised benefits (efficiency, productivity, effectiveness) - breaking this down by department
 - 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
 - Updates on the force's retention strategy and the difference this is making to drive improvements

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

- Updates on any pressures realised/anticipated due to any surge in conduct cases
- Any notable updates following the implementation of the force's Unsatisfactory Performance Procedures, following changes to the Police (Performance) Regulations.