



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP26/03

SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
16 JANUARY 2026

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 October 2025 and covers the period up to June 2025. Levels of confidence are displayed in Table 1 below:

Table 1: Suffolk Constabulary Confidence Data for 12M ending Jun 2025

Measure	Last 12 M	3 year average	Difference	National Average (Last 12M)	National Ranking: as at June 2025 (/42)	MSG Comparison at June 2025
% of public who agree police are doing a good job	54.5%	51.5%	+3.0pp	49.4%	13 th	5 th
% of public who agree police deal with community priorities	46.3%	47.4%	-1.1pp	46.9%	23 rd	6 th
% of public who agree police can be relied upon when needed	51.2%	52.0%	-0.8pp	53.2%	21 st	6 th
% of public who agree police would treat them fairly	64.4%	63.9%	+0.5pp	59.1%	7 th	4 th
% of public who agree police would treat them with respect	85.0%	86.4%	-1.4pp	82.2%	10 th	4 th
% of public who agree police can be trusted	76.2%	N/A	N/A	71.6%	11 th	4 th
% of public who have confidence in the police overall	74.2%	72.2%	+2.0pp	67.6%	7 th	3 rd

- 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 2025 confidence in Suffolk Police sits in line, with or above, the national average in six of the seven 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 2025 for overall satisfaction is included below. The proportion satisfied reflects fairly-satisfied, very satisfied or completely satisfied responses in the 12-month period to 30th September 2025 and compares this to the preceding 12-month period.

Measure	Most Recent 12M (to 30 th September 2025)	Previous 12M (to 30 th September 2024)	Difference Against Previous 12 Months
Satisfaction Amongst Victims of Domestic Abuse – Whole Experience	87%	87%	No Change

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 Alice Scott.

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 June 2025 and November 2025, there were 12,726 engagement events (an increase of around 3,000 compared with January to May).

Engagement Activity (by sub category)

Category	June	July	Aug	Sept	Oct	Nov
Children and Young People	296	205	44	216	291	211
Community Meeting	31	36	24	35	43	43
Crime Prevention	388	386	447	412	500	486
Engagement Surgery	46	44	33	44	53	50
Independent Advisory Groups	0	1	1	3	4	2
Neighbourhood Engagement	149	170	142	174	196	130
Park Walk Talk	388	441	353	304	357	302
Public Events	81	101	58	59	39	75
Recruitment Events	15	6	10	10	16	8
Targeted Activity	671	533	495	500	566	690
Vulnerable or Diverse Communities	59	60	37	54	80	42
Grand Total	2124	1983	1644	1811	2145	3039

Total Number of Engagements per month

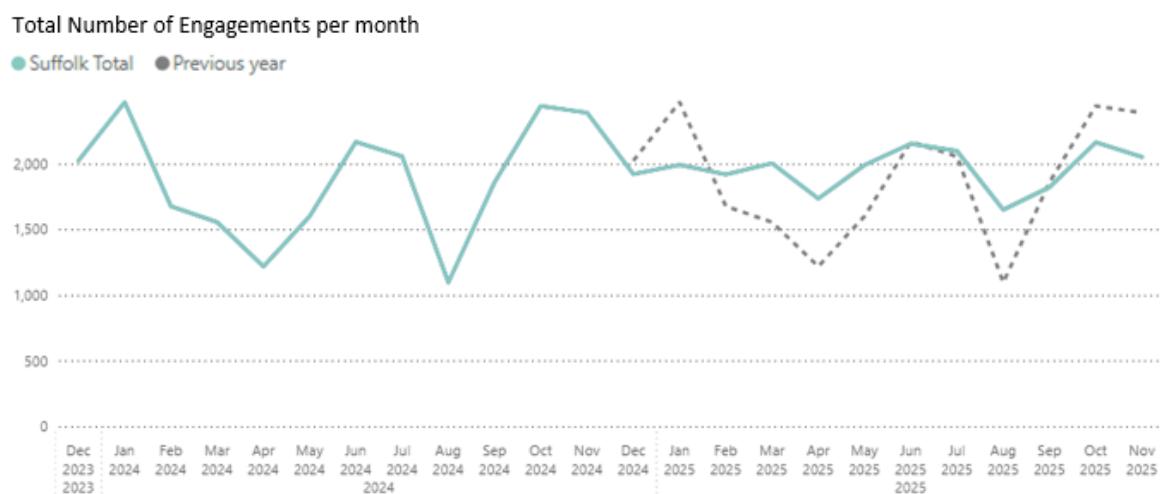


Figure 1 – Suffolk Engagements over time – taken from Community Engagement Dashboard

- 3.4. There continues to be a positive level of engagements across Suffolk with CPT's consistently achieving between 1,600 – 2,200 documented engagement activities each month. There is now a level of consistency in delivery, 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 demonstrate 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 engagement 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. **Year 1 delivery (April 2024 – March 2025)**
 - Suffolk Constabulary secured £1m from the Home Office Hotspot Action Fund and established Operation Spotlight to intensify visible policing and partnership problem-solving in persistent ASB locations.
 - Activity delivered:
 - 11,000+ hours of additional patrols in hotspot areas.
 - 109 arrests, 88 stop searches, 287 ASB powers used and 18 weapons seized.
 - Youth diversion initiatives funded through partner organisations and charities engaging with 700+ young people.
 - ASB social media campaign with the Constabulary's widest reach to date, reaching 900k+ people and 1.5m+ views.
 - The opportunity was taken to introduce and pilot new initiatives through Operation Spotlight, such as the first deployment of Live Facial Recognition in Suffolk, as well as the introduction, training and subsequent deployment of Project Vigilant and tactic to tackle sexual offending and predatory behaviour in the Night Time Economy (NTE).
 - Operation Spotlight in Year 1 was a great success, not only contributing significantly to a 45% reduction in ASB incidents recorded but also helped to build public confidence and embedded sustainable problem-solving activities across the communities most in need of our support.
- 3.9. **Year 2 delivery (April 2025 – March 2026)**
 - Suffolk Constabulary secured a further £1m for a further 12 months, with a renewed focus on knife-crime, serious violence and anti-social behaviour.
 - Analytical work, aligned to local priorities (including Clear, Hold, Build areas), identified 26 hotspots across 8 towns for targeted patrol and problem-solving activity.
 - An improved process was implemented to enhance the quality of patrols, reduce administrative burden on officers, and capture better quality data, with patrols resuming in hotspots on 2 June 2025.

- Patrol Activity (02/06 – 13/12):
 - 13,017 additional patrol hours allocated
 - 213 arrests
 - 252 stop searches
 - 88 positive searches
 - 164 negative searches
 - 22 weapons seized
 - 15 knives / sharp instruments
 - 7 other weapons

Patrol approach:

3.10. High visibility foot patrols in hotspot areas, with higher numbers of officers and patrols proportionality in higher demand areas.
 Officers are to engage with members of the public and businesses to understand local issues, provide reassurance, gather intelligence and offer advice where necessary.
 Live ASB incidents in the hotspot areas may be tasked to officers, and they may also self-deploy to incidents they witness, e.g. disorder or shoplifting, intervening early to prevent escalation and secure best possible outcomes.
 Liaise with CPTs with any concerns or intelligence, helping inform local tasking and ensuring follow up, often through a problem-solving approach.
 Where proportionate and appropriate, use preventative powers (e.g. stop and search, S35 dispersal powers, S59 warnings).

3.11 Several other operations and events have been supported or delivered by Operation Spotlight in order to provide reassurance and confidence to the public and to tackle knife crime, serious violence and ASB, including:

Op Northmoor- WBA Boxing Event
 Op Chatburn- Ed Sheeran Concerts
 Op Amidst- Live Facial Recognition at First Light Festival
 Several Project Vigilant deployments

RAPT officers tackle vehicle ASB where this is identified as a local issue, with a RAPT day of action delivered in Ipswich on 26th August:

- 6 arrests
- 6 vehicles seized
- 63 TORs
- 8 breath/drug tests
- 1 Search
- 53 vehicles escorted to check site / 10 vehicles left site clear

3.12 Further youth initiatives have been funded through Sports Sense and Community Praxis, providing sports activities, mentorship opportunities and other events to young persons in hotspot areas.

3.13 High levels of positive feedback have been received, both directly to officers on patrol and via emails to the Operation Spotlight inbox. This sentiment is reflected in crime trends: knife-crime, violence and ASB-related offences recorded between 1 Jan–14 Dec fell from

4,338 in 2023 (pre-Spotlight) and 4,350 in 2024 (Spotlight active for half the year) to 3,563 in 2025 (YTD), equating to an ~18% reduction vs 2024 and ~18% vs 2023. While multiple factors influence crime levels, sustained high-visibility, foot patrols and targeted problem-solving are assessed to have contributed to this improvement.

Neighbourhood Policing Guarantee

- 3.14 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.
- 3.15 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.
- 3.16 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).
- 3.17 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.
- 3.18 14 of these officers have been deployed across our Community Policing teams. The remaining 12 officers will be deployed to 2 Town Centre Teams, which will - Provide a visible, reassuring presence, tackle the problems that matter most to those who live, work, and visit our town centres and work in partnership to deliver lasting solutions. These teams will be in place by the end of March 2026.
- 3.19 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 named 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
- 3.20 Suffolk achieved all of these commitments in July 2025 and are subject to onward monitoring.

- 3.21 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 Scott.
- 3.22 Winter of Action will see police responding and adapting to seasonal pressures in town centres. This includes busier retail activity, festive events, increased socialising, and heightened risks of shop theft, crime and disorder as part of the night-time economy and violence against women and girls. This is linked to Pillar 5 of the NPG, using patrols funded from the Hotspot funding, showing the overlap of different work/funding streams

Contact and Control Room (CCR) Digital Team

- 3.23 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. Average answer time is 7 seconds on live chat. Where possible the public are asked to provide feedback on their experience, 84% of users would recommend the service.
- 3.24 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.
- 3.25 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

- 3.26 During October 2025 there has been consistent performance from the Suffolk Contact and Control Room (CCR.) 999 performance has consistently achieved the Service Level Agreement (SLA) of 91% for October and rolling 12 months with an average answer time of 6 seconds
- 3.27 101 performances has also been consistent where we have been able to answer our calls effectively and efficiently resulting in a drop in our abandonment rates to 10.8% as an average for 2025, 1.6% better than 2024. 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. The force continues to explore digital options to improve this area of performance.

Domestic Abuse Video Response (DAVR)

- 3.28 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.

- 3.29 Performance has steadily improved in line with increased staffing, with the team now servicing 17% of total domestic abuse demand in October 2025, up 4% from previous reporting period.
- 3.30 The DAVR model operates from 0800–2200 hours, seven days a week and calls are managed through a structured diary appointments system meeting victims virtually at an agreed time slot that suits the victim. Each call is risk assessed to manage risk before the call is triaged to the DAVR team.
- 3.31 In October 2025, the team made 154 appointments available, achieving a 92% booking rate, with 116 slots filled. On average, the team completed 5 appointments per day and recorded 141 investigations—the highest monthly total since the team's inception.
- 3.32 Public satisfaction with the DAVR service has been consistently high currently at 92% with 72% preferring this method of contact rather than face to face.
- 3.33 The DAVR Team continues to evolve, now supporting 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 200 complaints were received in the reporting period, 1 April to 30 September 2025. This is an increase of 29% compared to the same 6-month period, the previous year. A review of the geographical area of the complaints showed the largest percentage linked to the South of the County (46.5%), followed by the West (28%) and the East (22%). Every complaint contains at least one allegation and a total of 639 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 200 complaints received, 87.5% of cases were logged within 2 working days and 59.1% of complainants were contacted within 10 working days.
- 4.4. A total of 525 allegations were finalised under Schedule 3, with 64% determined as the service provided was acceptable. 11% were determined as the service provided was not acceptable, leading to actions such as providing an explanation, apologies and learning from reflection. Schedule 3 complaints took an average of 110 working days to finalise in the reporting period. Data for the last 12 months, to 30 September 2025 shows the average working days as 99.

- 4.5. The outcome for complaints handled outside of Schedule 3 will either be resolved or not resolved. 71 allegations were handled outside Schedule 3, with 94.4% 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 four cases were moved to Schedule 3.
- 4.7. Complaints handled outside Schedule 3 took on average 26 working days to finalise and showing improved timeliness.
- 4.8. The ethnicity of the complainant is recorded where it has been provided and in the reporting period, of the 208 individual complainants recorded, 80.8% of complainant's self-classified ethnicity have been recorded. Of the complainants, 6.5% were from an Ethnic Minority background, a decrease from previous years. Of the 208 complainants, 74.5% were White and 19.2% were Unknown. 24 allegations involved discrimination, with Disability 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 25 cases, upholding 9. Of the 24 reviews determined by the Local Policing Body (Police and Crime Commissioner), none 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, 17 of these reports were sent.
- 4.11. A total of 44 internal conduct cases were recorded in the reporting period. Involving 57 breaches of the Standards of Professional Behaviour. The most common breaches recorded were Discreditable Conduct and Honesty and Integrity (both 21%). 6 gross misconduct hearings and 4 misconduct meetings were held in the reporting period. Outcomes included dismissals, would have been dismissed had they not resigned and Final Written Warning.
- 4.12. Norfolk and Suffolk PSD have created a Team with dedicated staff to manage the preparation, scheduling and running of Misconduct Hearings. A matter previous left largely in the hands of Investigating Officers. There is also a dedicated Assistant Chief Constable to chair these Hearings. The creation of the Team has seen a marked improvement in standards of case preparation and timeliness; attracting positive comments from Barristers, Police Federation and Panel members.
- 4.13. Outcomes of such meetings are published on the Constabulary website and as such are accessible by the public. The publishing of this information should provide reassurance to the public that allegations of Police Misconduct are dealt with extremely seriously, and that the outcomes are evidence based and transparent.
- 4.14. From an internal perspective outcomes are also published to illustrate to the workforce what amounts to Misconduct and the potential consequences, together with providing confidence

to staff that their reports are treated appropriately, and that they receive the support they need.

Organisational Learning

- 4.15. Identifying and embedding both organisational and individual learning is critical for any organisation committed to growth and continuous improvement. Suffolk Constabulary works closely with the Independent Office for Police Conduct (IOPC) and the Office of the Police and Crime Commissioner (OPCC) to capture learning opportunities through the complaints and review process.
- 4.16. Within the Professional Standards Department (PSD), the Engagement & Analytical Hub is driving a culture of ongoing learning and development. By combining the expertise of analysts and researchers with advanced tools such as Power BI, the team supports Officers and Staff in recognising learning opportunities within their daily work—particularly when managing public complaints or expressions of dissatisfaction.
- 4.17. The overarching aim is to identify areas for improvement across the Constabulary, applying a problem-solving approach to address issues effectively and ensuring that lessons learned, and best practices are shared throughout the organisation.
- 4.18. During the reporting period, several key areas for improvement have been identified through complaints, reviews, and internal feedback. These issues have been addressed proactively via corporate communications and management actions to ensure clarity of expectations and reinforce professional standards across the organisation.
- 4.19. The E&A Hub is in the final stages of testing a joint-force data correlation tool developed in Power BI. This solution enables the cross-referencing of HR and PSD data, providing a powerful means to identify organisational trends and emerging themes. The tool will support informed decision-making both within the department and across the wider organisation. In addition, its functionality has been enhanced to highlight any disproportionality in complaint and misconduct investigations, ensuring greater transparency and accountability.

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 Suffolk Constabulary continues to demonstrate strong performance in public confidence and victim satisfaction, consistently exceeding national averages across key measures. Overall confidence in policing stands at 74.2%, with high levels of trust (76.2%) and respect (85%). Victim satisfaction among domestic abuse cases remains stable at 87%, reflecting the Constabulary's commitment to victim-centred services. These outcomes are supported by extensive community engagement: over 12,700 documented activities in six months and

targeted initiatives such as Operation Spotlight, which has delivered significant reductions in anti-social behaviour and serious violence.

7.2 Innovation and accessibility remain central to service delivery for the Constabulary. The expansion of the Digital Desk and Single Online Home platform has improved public contact options, achieving rapid response times and high satisfaction. The Domestic Abuse Video Response (DAVR) team now manages 17% of domestic abuse demand, with 92% satisfaction and strong victim preference for virtual engagement. Alongside improvements in call handling and the successful implementation of the Neighbourhood Policing Guarantee, these developments illustrate Suffolk Constabulary's focus on transparency, responsiveness, and community trust.