

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP24/03

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
19 JANUARY 2024**

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. Victim satisfaction relates to the views and experiences of victims of certain types of crime reported to Suffolk Constabulary. In Suffolk, a third-party research company is used to conduct telephone interviews with victims of:
 - Hate Crime
 - Rural Crime
 - Online Crime
 - Business Crime
- 1.3. Survey results have been available each month and are usually reported as rolling satisfaction rates over the prior 12 months to ensure sufficiently small margins of error.
- 1.4. Surveys of a similar nature are also undertaken with victims of Domestic Abuse (as part of the Home Office mandated ADR 444) however these are undertaken 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.
- 1.5. Like most forces, Suffolk Constabulary has traditionally used the Office of National Statistics (ONS) Crime Survey of England and Wales (CSEW) to track the confidence of the Suffolk public. As a result of restrictions imposed due to Covid-19 reduced CSEW telephone only surveys were conducted between May 2020 and October 2021. There has been no CSEW confidence data published from the period ending March 2020 up until the period ending September 2022 due to the impact on the comparability of the reduced sample size with the historical data. Following a phased reintroduction of the face-to-face CSEW in October 2021, there is now nationally comparable data available.
- 1.6. CSEW public confidence relates to measurements taken from the public regardless of whether they have had contact with the police. The CSEW is a robust national survey which provides results from a statistically reliable sample and a consistent method of asking questions primarily from face-to-face interviews. It is not only used to track confidence within the county, but to compare to other police Constabulary areas. Measurements are published every quarter and each measure refers to results from at least 450 interviews taken from the county within the last 12 months.
- 1.7. 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 respondents who have confidence in the police overall

1.8. This paper outlines the current position in respect to victim satisfaction, as well as detailing several of the key programmes of activity the Constabulary is operating to sustain and improve performance in these areas.

2. VICTIM CONFIDENCE DATA

2.1. The ONS typically publishes CSEW confidence data three months in arrears. The most recent data was published in October 2023 and covers the period up to June 2023. The survey pause due to Covid means that the three-year average used for comparison is for the periods ending March 2019, March 2020 and March 2023. Levels of confidence are displayed in Table 1 below:

Table 1: Suffolk Constabulary Confidence Data for 12M ending June 2023

Measure	Last 12 M	3 year average	Difference	National Average (Last 12M)	National Ranking: as at June 2023 (/42)
% of public who agree police are doing a good job	50.5%	51.5%	-1.0pp	50.2%	21 st
% of public who agree police deal with community priorities	45.6%	49.0%	-3.4pp	46.2%	23 rd
% of public who agree police can be relied upon when needed	50.9%	51.3%	-0.4pp	51.5%	22 nd
% of public who agree police would treat them fairly	59.5%	65.5%	-6.0pp	57.9%	20 th
% of public who agree police would treat them with respect	85.0%	87.0%	-2.0pp	79.6%	5 th
% of public who have confidence in the police overall	68.7%	71.5%	-2.8pp	66.6%	17 th

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 2023 confidence in Suffolk Police sits below the three-year average in all six measures. In relation to the national average, Suffolk is in line with or above for all measures.

3. VICTIM SATISFACTION DATA

3.1. Since April 2017 forces have been able to choose the victim groups they survey based on what they felt were most appropriate, with the stipulation that all forces would survey victims of Domestic Abuse. Since then, Suffolk Constabulary have surveyed the following victim groups:

- Hate Crime
- Rural Crime
- Online Crime
- Business Crime

- Domestic Abuse (Home Office mandated)

In relation to the following satisfaction measures

- % of victims satisfied with overall service
- % of victims satisfied with accessibility
- % of victims satisfied with actions taken
- % of victims satisfied with treatment
- % of victims satisfied with how well they were kept informed

Hate Crime, Online Crime, Rural Crime and Business Crime

- 3.2. For hate crime, online crime, rural crime, and business crime the Constabulary awarded a contract to the research company SMSR in June 2017, which was renewed in 2020 for another operating term. Data for the twelve-month rolling period to October 2023 is displayed in Table 2 below, alongside comparable data from the previous report which covers the period up to April 2023 (table 3).
- 3.3. It is not possible to compare levels of satisfaction with other police forces as each force will be surveying different victim types, in different ways. However, with the ability to make year on year comparisons with local data we can now track progress internally, which is helped by the rise in the number of surveys completed in a twelve-month period.
- 3.4. Satisfaction across all measures for the four survey groups combined has increased compared to the previous 12 months and the 12 months to April 2023.

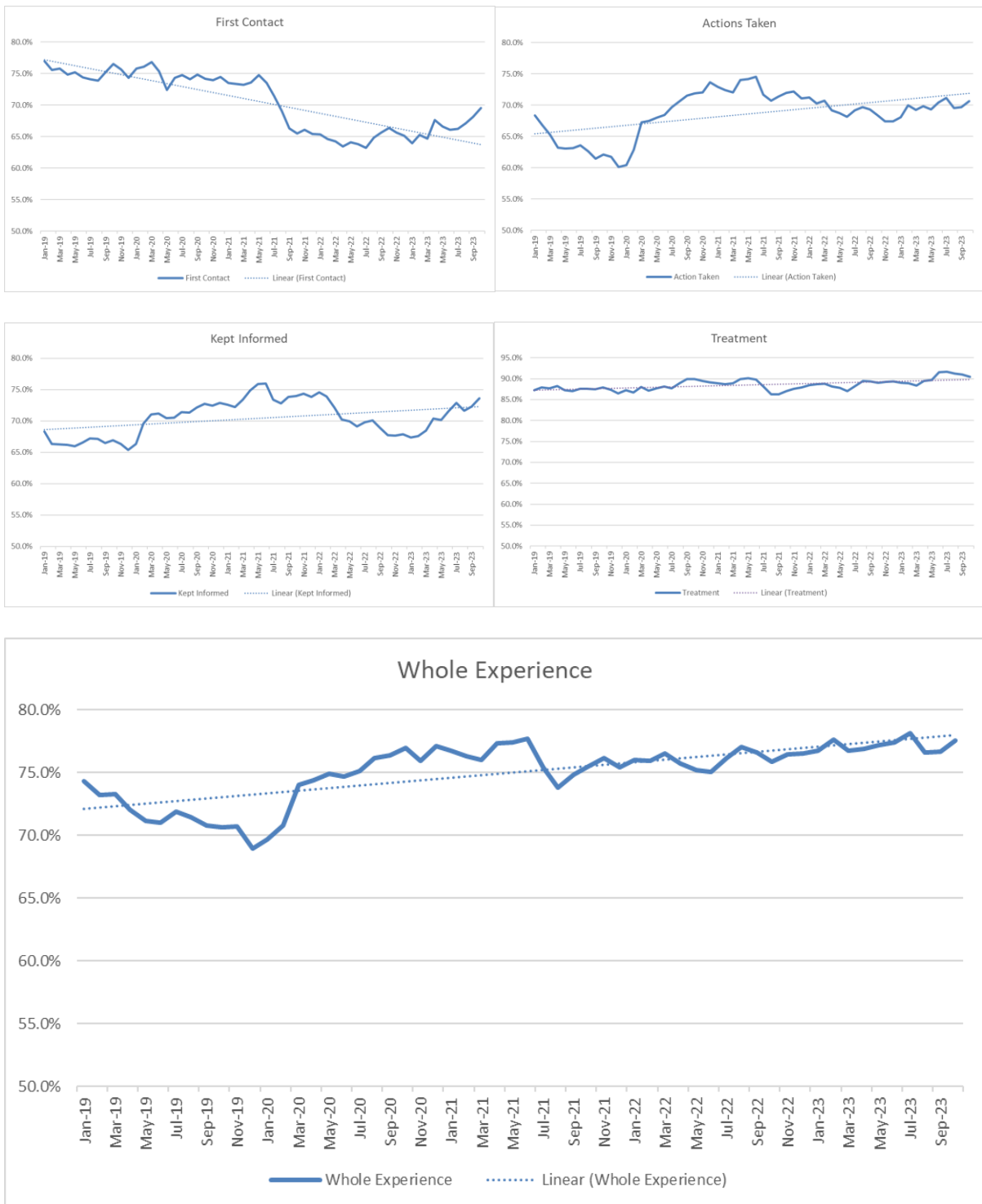
Table 2: Victim satisfaction up to October 2023

Table 3: Victim satisfaction up to April 2023

Suffolk		% satisfied			Suffolk		% satisfied		
		12 months ending Oct-23	12 months ending Oct-22	Diff. PP			12 months ending Apr-23	12 months ending Apr-22	Diff. PP
Business Crime	First contact	60.4%	69.2%	-8.8%	Business Crime	First contact	66.7%	65.1%	1.6%
	Action taken	69.1%	63.6%	5.6%		Action taken	68.0%	68.1%	-0.1%
	Kept informed	77.9%	61.7%	16.3%		Kept informed	68.0%	71.6%	-3.6%
	Treatment	89.7%	86.0%	3.7%		Treatment	90.7%	87.9%	2.7%
	Whole experience	77.9%	66.4%	11.6%		Whole experience	74.7%	70.7%	4.0%
<i>Number of respondents</i>		68	107		<i>Number of respondents</i>		75	116	
Hate Crime	First contact	66.7%	65.7%	1.0%	Hate Crime	First contact	68.3%	60.5%	7.8%
	Action taken	67.9%	66.2%	1.8%		Action taken	70.7%	65.1%	5.6%
	Kept informed	74.4%	69.1%	5.2%		Kept informed	70.7%	70.4%	0.3%
	Treatment	87.2%	88.2%	-1.1%		Treatment	86.9%	86.5%	0.4%
	Whole experience	73.1%	77.9%	-4.9%		Whole experience	77.8%	75.7%	2.1%
<i>Number of respondents</i>		78	136		<i>Number of respondents</i>		99	152	
Online Crime	First contact	72.4%	65.7%	6.8%	Online Crime	First contact	67.7%	65.5%	2.2%
	Action taken	75.4%	69.3%	6.0%		Action taken	71.1%	68.5%	2.7%
	Kept informed	77.5%	68.8%	8.7%		Kept informed	72.5%	68.9%	3.6%
	Treatment	93.7%	89.4%	4.2%		Treatment	89.9%	86.0%	3.9%
	Whole experience	81.0%	77.8%	3.2%		Whole experience	77.2%	76.1%	1.1%
<i>Number of respondents</i>		142	189		<i>Number of respondents</i>		149	222	
Rural Crime	First contact	76.3%	65.4%	10.9%	Rural Crime	First contact	67.5%	59.6%	7.9%
	Action taken	63.0%	78.7%	-15.6%		Action taken	66.7%	83.1%	-16.4%
	Kept informed	54.3%	72.1%	-17.8%		Kept informed	66.7%	72.3%	-5.6%
	Treatment	87.0%	95.1%	-8.1%		Treatment	91.1%	96.9%	-5.8%
	Whole experience	73.9%	82.0%	-8.1%		Whole experience	77.8%	83.1%	-5.3%
<i>Number of respondents</i>		46	61		<i>Number of respondents</i>		45	65	
Total	First contact	69.5%	66.3%	3.2%	Total	First contact	67.6%	63.4%	4.2%
	Action taken	70.7%	68.4%	2.3%		Action taken	69.8%	69.2%	0.6%
	Kept informed	73.7%	67.7%	5.9%		Kept informed	70.4%	70.3%	0.1%
	Treatment	90.4%	89.0%	1.4%		Treatment	89.4%	88.1%	1.3%
	Whole experience	77.5%	75.9%	1.7%		Whole experience	76.9%	75.7%	1.2%
<i>Number of respondents</i>		334	493		<i>Number of respondents</i>		368	555	

- 3.5. Satisfaction with first contact has increased for all crime areas except Business Crime when compared to the previous 12 months. Overall satisfaction with first contact is at 3.2pp higher than in the previous 12 months.
- 3.6. A decrease in satisfaction was seen across all measures, except first contact, for victims of rural crime. Satisfaction with the whole experience for victims of rural crime decreased by 8.1pp to 74% in comparison to the previous twelve months.
- 3.7. The general trends over time show fluctuation across the five satisfaction measures (see charts 1-5 below).

Figures 1-5: Satisfaction levels from 2019 to date for the four crime types combined.



Assessment of the Data

3.8. *First Contact* - Levels of satisfaction with first contact dropped significantly in June 2021. However, satisfaction in this area has been increasing in recent months and is now at its highest level since July 2021. A key area of focus for the Constabulary continues to be the

effectiveness of how we manage initial contact with victims of crime and those calling for our service. There continues to be a considerable investment into the Contact and Control Room (CCR) environment, which the data would tend to suggest is starting to have a positive impact and contributing to the satisfaction improvements in this area.

- 3.9. *Action Taken* - The level of satisfaction with the action taken reached its highest point in June 2021, and for the last two years has been consistently higher than the level in early 2020. However, despite a fall in late 2022 levels have been rising steadily since early 2023. There is likely to be a direct correlation between the perception of how successful the Constabulary is being at “taking action”; and its ability to achieve successful outcomes within the Criminal Justice System. Whilst the Constabulary continue to promote a need to strive for positive investigative outcomes amongst our staff and have invested significantly in upskilling the investigative standards of our officers in recent months; we continue to face challenges with delays in achieving outcomes for victims at court due to significant demand on the entire criminal Justice system.
- 3.10. *Keep Informed* - The level of satisfaction with how victims were kept informed reached its highest point in June 2021. Despite a fall in the level of satisfaction in this area during 2022, the level has been rising throughout 2023. The Constabulary now track Victim Code of Practice (VCOP) compliance performance at a team level this features in as part of monthly Crime Audits. This closer monitoring is allowing the identification of areas for improvement in training, and the development of Athena/OPTIK based improvements which will drive consistency in updates, particularly for victims of crime.
- 3.11. *Treatment* - Satisfaction with treatment by police has increased gradually over the last four years and remains at a high level compared to all other satisfaction measures. Following a fall in overall satisfaction with the whole experience in summer 2021, a gradual increase over time means levels are now back in line with those seen in late spring 2021.

Domestic Abuse Surveys (ADR 444) and Sexual Offences

- 3.12. 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 Strategic, Business and Operational Services (SBOS) department to access the results and review for a variety of purposes including to inform the Domestic Abuse Delivery Board.
- 3.13. Due to a server failure, the Constabulary does not have the response data for the quarter ending September 2023. Data for a full two-year period to June 2023 for overall satisfaction is included below. The proportion satisfied reflects those that gave a satisfied response (fairly satisfied, very satisfied or completely satisfied) in the 12-month period to 30 June 2023 and compares this to the preceding 12-month period. In general terms satisfaction in this area remains stable.

Measure	Most Recent 12M (to 30 June 2023)	Previous 12M (to 30 June 2022)	Difference Against Previous 12 Months
Satisfaction Amongst Victims of Domestic Abuse – Whole Experience	86%	87%	1pp Decrease

4. PUBLIC CONFIDENCE, SATISFACTION AND ENGAGEMENT BOARD

- 4.1. The Constabulary's Public Confidence, Satisfaction and Engagement Board is led by the Assistant Chief Constable for Local Policing. This Board commissions specific research on public confidence and satisfaction and meets bi-monthly to explore the main themes in greater depth each month and to set priorities and direction.
- 4.2. The Board has enabled the Constabulary to scrutinise key data to understand how the communities of Suffolk perceive their interactions with the force.
- 4.3. The following provides a summary and context of the key activities that are being overseen by the Public Confidence, Satisfaction and Engagement Board.

CCR Improvements (First Contact)

- 4.4. The Constabulary continues to recognise the impact effective management of our calls for service has upon Public Confidence and Satisfaction and particularly First Contact. This remains a key priority area that is being reviewed by the Public Confidence, Satisfaction and Engagement Board. The Constabulary continue to focus heavily on a program of improvement in this business area and a separate full report on Responding to Calls for Assistance has been submitted by way of update.

Introduction of new Local Policing Model (Action Taken, Keep Informed, Treatment)

- 4.5. Since 2018 there has been changes to the demands seen by Suffolk Constabulary. There has been an increase in volume of call demand (particularly an increase in calls made to 999), as well as changes in the nature and type of that demand. These changes highlighted the need to review the way in which we delivered operational policing for our response and neighbourhood policing capabilities. There was a clear need to ensure officers were in the right places to focus on responding to, and reducing, incoming demand.
- 4.6. The new Local Policing Model has been designed specifically for Suffolk, considering officer numbers, geographical challenges, Suffolk's demand and priorities, alignment to the Chief Constables 5 Year Plan and delivery against the Police and Crime Plan.
- 4.7. The new Operating Model went live on 4 December 2023 and consists of 3 strands: Response Investigation Teams (RIT), the Community Policing Teams (CPT) and the County Partnership and Prevention Hub (CPPH). There is no change to the geographical command structure of the Constabulary.

Community Engagement Activity (Keep Informed, Action Taken)

- 4.8. The new Policing model is heavily focused on reconnecting with our communities. Our Community Policing Teams (CPT's) are now 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. These CPT's will ensure that local communities have access to information about local neighbourhood policing activity and crime issues; that our engagement activities are tailored to local community needs and that local priorities and problem-solving activities are driven by these engagements.
- 4.9. The Kestrel Teams' continue to deploy to areas of most need and have significantly improved our capacity and capability for bespoke targeted engagement. The Kestrel Teams are incredibly useful resource which allows the Constabulary to provide a surge of visible policing resource into areas of heightened community concern.

New Local Policing Engagement Strategy (Action Taken, Keep Informed)

- 4.10. A new Engagement Strategy is being implemented which allows these dedicated Officers to spend more time actively engaging with their "own" communities. Our CPT officers are now easily identifiable, and we are returning to a policing model which allows communities to know, and build better relationships, with small teams of dedicated officers who provide core community-based policing within that area.
- 4.11. These smaller teams will be better aware of the needs of their communities and will be able to support crime prevention and problem-solving activities in a way that is most appropriate for those they serve. This will be most relevant for the CPT's working within policing areas with higher proportions of either rural or business/retail-based communities, as these teams can develop their activities to be relevant to the bespoke problems that may be experienced in these locations.
- 4.12. Importantly, the new strategy is built around a performance framework which will allow the Constabulary to track the effectiveness of these community policing teams in a way which has not been achieved before. This will be overseen by a new dedicated Neighbourhood Policing Board.

Police Race Action Plan (Action Taken, Treatment)

- 4.13. Suffolk Constabulary are committed to delivering positively against the key objectives of this national plan and recognise that independent scrutiny and oversight of our delivery is an essential aspect of achieving success.
- 4.14. In the last report we highlighted that the Constabulary were seeking to develop an Advisory and Scrutiny Panel which will act in an advisory/critical friend capacity, but also ensure (through challenge and scrutiny) that Suffolk Constabulary is delivering effectively against the principles and promises to set out within the National Plan. The Advisory and Scrutiny Panel will consist of an Independent Chairperson, Suffolk Constabulary Staff Associations and including three Independent Panel members.
- 4.15. In November 2023 Suffolk Constabulary commenced the recruitment process for both the Independent Chairperson and Independent Panel Members that will support this board. We subsequently received a high level of interest from within our communities from many highly

motivated individuals keen to help the Constabulary address areas of racial disparity. The Board membership has now been established and will meet for the first time in the first quarter of 2024.

- 4.16. A series of internal and external engagement events have allowed a benchmarking of our current performance against the principles of the Police Race Action Plan. This better understanding of our strengths and areas for improvement allows the deputy chief Constable to identify areas of focus for the constabulary moving forwards.

Right Care Right Person (First Contact, Action Taken, Treatment)

- 4.17. The Right Care Right Person initiative was first considered by Suffolk Constabulary at the end of 2022. A small project team was created to consider the detail, understand the data and present options for the Chief Officer Team to review. Extensive consultation took place with partners so that the understanding could be shared, and a date agreed for the policy to commence. Training of our staff with particular attention to those operating in the Contact and Control Room (CCR) began in July this year and integration of the policy started at the beginning of October 2023.
- 4.18. October was the first month for the revised approach to call for service relating concern for welfare and the Constabulary applied this process to 940 calls. These calls made up 8.5% of all calls into the Constabulary for October and officers attended 30% of these calls for service. The first month has seen a reduction in police attendance to concern for welfare requests and the Constabulary are continuing to work with partner agencies to monitor any impact from signposting callers to the most appropriate service.
- 4.19. This has been an important step in offering the public the right help when required specifically those requiring mental health interventions, which often means the police are not the best qualified resource. This will also be referenced in the calls for assistance paper.

Single Online Home (First Contact, Keep Informed)

- 4.20. Suffolk Constabulary now have use of Single Online Home (SOH). This is a national initiative that makes Constabulary website pages more uniform, to offer the same services clearly and consistently, whichever force website you log on to. After a staggered introduction during the year the new platform for the public was activated fully at the beginning of November and has added a positive contact method for members of public. This quick and well guided solution can save both the member of public and the Constabulary time in understanding the detail of their contact and provides immediate reference numbers for future use.

Digital Contact (First Contact, Keep Informed)

- 4.21. March 2024 will see the Constabulary grow around our digital capability with the new team consisting of 2 supervisors and 12 staff members. They will operate a day and lates shift pattern where it is anticipated most contact will be made. The makeup of the new team is a mixture of internal experienced staff and new external candidates who will be welcomed into the Suffolk policing family. Their overall remit is to monitor Suffolk Facebook, Twitter, Live Chat, Email accounts and Single Online Home report (direct reporting via our website also referred to as SOH). The impact of the team, the shifts and their scope will be reviewed over a period to consider any improvements that we may make to optimise their efficacy. This will be reported on in future papers and covered in the Responding to Calls for Assistance Report.

5. PUBLIC COMPLAINTS

- 5.1. 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.
- 5.2. The Policing and Crime Act 2017 made significant changes to the police complaints system to achieve a more customer-focussed complaints system. From 1 February 2020 Forces were 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 of the PRA 2002.
- 5.3. The data included here is extracted from the Professional Standards department live case management system, Centurion. There are several terms mentioned in this section, which for ease of reference are explained below:
 - Schedule 3: The complaint must be recorded and handled under Schedule 3 of the legislation if the complainant wishes it to be or if it meets certain criteria as defined within the guidance.
 - Outside of Schedule 3: The complaint can be logged and handled outside of Schedule 3 with a view to resolving the matter promptly and to the satisfaction of the complainant without the need for detailed enquiries to address the concerns.
 - Complaint: Any expression of dissatisfaction with police expressed by or on behalf of a member of the public. Nationally complaints are grouped under specific categories and sub-categories as directed by the Independent Office for Police Conduct (IOPC).
 - Allegation: Complaints are made up of allegations. Alleged behaviour from officers/staff which has resulted in dissatisfaction and a complaint can contain any number of allegations.

Public Complaints in Focus (Action Taken)

- 5.4. A total of 166 complaints were received in the reporting period, 1 April to 30 September 2023. Of these complaints, 138 were recorded under Schedule 3 and 28 were logged outside of Schedule 3 of the PRA 2002.
- 5.5. To compare with the same 6-month period in 2022/23, 183 complaints were received and of these, 146 were recorded under Schedule 3 and 37 were logged outside Schedule 3. This is a decrease of 9% in complaints received when compared to the same period the previous year.
- 5.6. The largest category of complaint has been recorded under Delivery of duties and service. Of the 552 allegations recorded in the reporting period, 197 have been recorded under this category, which is 35.7% of the total. This is lower than the national result in the IOPC Quarterly Complaints Statistics for Q1-Q2 2023/24, which shows that 54% of all complaints are recorded under this category.
- 5.7. The types of complaint recorded under Delivery of Duties and service relate to the service received, the action of officers following contact received, operational and organisational decisions, information provided and the general level of service.

- 5.8. Sub-categories of complaint were introduced to better understand the concerns raised by the complainant. Of the complaint allegations recorded, the top 6 sub-categories of complaint across the Force are:
- A1 Police action following contact (85 allegations – 15.4%)
 - A3 Information (57 allegations – 10.3%)
 - B4 Use of force (49 allegations – 8.9%)
 - H5 Overbearing or harassing behaviours (38 allegations – 6.9%)
 - B5 Detention in police custody (34 allegations – 6.2%)
 - H1 Impolite language/tone (34 allegations – 6.2%)
- 5.9. Chapter 6 of the IOPC Statutory Guidance states that complaints should be logged, and the complainant contacted ‘as soon as possible’. Of the 166 complaints received in the reporting period, 81.3% were logged within 2 working days and 77.1% of complainants were contacted within 10 working days.
- 5.10. The level of contact from complainants remains high and in the last 6 months 1,451 contacts were made to the Joint Professional Standards Department, compared to 1,314 contacts in the same period in 2022.
- 5.11. Complaints recorded under Schedule 3 are handled reasonably and proportionately by way of investigation (resulting either in a case to answer or not), otherwise than by investigation (responding to concerns raised and seeking to resolve them) or by taking no further action (where it is assessed that the complaint has already been addressed or that there is insufficient information to progress). A total of 125 complaints have been finalised in the reporting period and of those, 4% were investigated, 72.8% were handled otherwise than by investigation and 11.2% were resulted as no further action. The remaining complaints were either withdrawn, 10.4%, or discontinued, 1.6% (where the complainant decided not to proceed with the complaint).
- 5.12. A total of 406 allegations were finalised under Schedule 3 and of these it was determined the service provided was acceptable in 63%. In 15% of allegations, it was determined that the service was not acceptable, and in 5% of the allegations the complaint handler was unable to determine if the service was acceptable or not. No further action was taken in 8% of allegations finalised and the remaining 9% were withdrawn or discontinued under Regulation 41.
- 5.13. In the reporting period, cases handled under Schedule 3 took an average of 77 working days to finalise from the date the complaint was recorded to the date the complainant was informed of the result, excluding time the case is suspended due to being sub judice.
- 5.14. The outcome for complaints handled outside of Schedule 3 will be either resolved or not resolved. Of the 32 complaints finalised in the reporting period, 29 were resolved which is 90.6% of cases. If the complainant is dissatisfied with the outcome of their complaint, they can ask for their complaint to be recorded under Schedule 3 and in the reporting period, 3 cases were moved to Schedule 3. Cases handled outside of Schedule 3 took on average 40 working days to finalise from the date the complaint was recorded to the date the complainant was informed of the result.

- 5.15. All allegations, both recorded under Schedule 3 and handled outside of Schedule 3, are finalised to show the action taken as a result. Actions can include providing the complainant with an explanation, offering an apology/acknowledging that something went wrong, identifying individual learning for the officers, wider organisational learning and review of policy/procedures.
- 5.16. A member of the public is considered a complainant if they are directly or adversely affected by the conduct, witnessed the conduct or are acting on behalf of someone who meets the criteria of a complainant. As such, more than one complainant can be recorded on a complaint case. A total of 170 complainants made the 166 complaints received in the reporting period. The ethnicity of complainant is recorded where it has been provided and in the reporting period 82.9% of the complainants' ethnicity details have been captured. This is a slight increase from the same period the previous year, where 80.5% of complainants provided their ethnicity.
- 5.17. Of the 170 complainants recorded on the 166 complaint cases, 10% are BAME, 72.9% are White and 17.1% are unknown ethnicity.
- 5.18. Of the total 552 allegations recorded in the reporting period, 24 have been made alleging discrimination. Of these, 14 have been made under the protected characteristic of race which is 58.3% of the discrimination allegations recorded. The complainants feel the service they received was not acceptable, or they were treated differently or less favourably, due to their ethnicity or ethnic appearance. That the actions of the officers were motivated by race or that inappropriate comments were made.
- 5.19. A total of 267 Suffolk Police Officers, Special Constables and members of police staff are identified on the complaints recorded. The ethnicity of the 255 Police officers and Special Constables recorded is 3.5% BAME, 95.3% White and 1.2% are unknown/not stated.
- 5.20. Where a local investigation is not completed within 12 months the Appropriate Authority must provide the Local Policing Body and the IOPC with details, in writing, of the cases including the progress of the investigation, an estimate of the timescales, the reason for the length of time taken and a summary of the steps to progress the investigation and bring it to a conclusion. The investigation of the complaint cannot take place whilst the case is suspended and the therefore the timeliness of cases can be impacted by delays in the court process. In the reporting period, 1 April to 30 September 2023, 10 Chapter 13 reports have been sent. Eight relate to complaint cases and two relate to conduct cases.
- 5.21. A total of 36 internal conduct cases were recorded in the reporting period, compared to 20 conduct cases in the same period in 2022. This is an increase of 80% of cases recorded.
- 5.22. In the reporting period five misconduct hearings were held for police staff. One individual was dismissed, three would have been dismissed had they not resigned, and one received a Final Written Warning. The two misconduct meetings held within the reporting period resulted in a Written Warning and referral to the Reflective Practice Review Process.

Organisational Learning (Action Taken, Treatment)

- 5.23. 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 Service Improvement Team within the Professional Standards department (PSD) are also developing a culture of learning. They encourage officers and staff to identify learning in everyday tasks. The overall aim is to share this knowledge and seek to implement processes to prevent similar poor practices occurring in the future.

- 5.24. The following examples highlight some of the identified learning from the reporting period where follow up action has been completed to reduce the likelihood of the same problem reoccurring:
- 5.25. A public complaint highlighted the need to review our processes to ensure we are compliant with the Police and Criminal Evidence (PACE) Act. A recent issue arose whereby a member of public being interviewed for a criminal matter asked to refer to the Codes of Practice contained within PACE. This is a statutory right of any individual being interviewed, however the local police station did not have a copy. To ensure future compliance with PACE, copies of the Codes of Practice are being sent to all Police stations across Suffolk. Instructions will be sent with the COP documents to ensure they are accessible to members of the public upon request.
- 5.26. The Professional Standards Department has identified learning arising from the death of member of the public who was subject to a missing persons investigation. The review carried out in accordance with the 'Death and Serious Injury' protocol highlighted the need to circulate practical advice for officers when undertaking missing person investigations. As well as providing guidance to supervisors regarding supervisory reviews and actions. This included advice to seek early guidance from Police Search Advisors (POLSA) and good quality written examples of supervisory reviews to assist senior managers with risk management strategies.
- 5.27. Learning was identified following a public complaint review into an incident in which officers seized shotguns and ammunition but then failed to return valuable cartridges, at the conclusion of the investigation. It became apparent that the manner of seizure of the ammunition had been poor. It was also highlighted that the exhibits management procedure was flawed. As a result, it was not possible for the complaint handler to evidence that a theft hadn't occurred, neither was it possible to say if the contested ammunition had ever been seized at all. The officers involved all received individual feedback and reflected on the incident. The Recovery and Disposal of Ballistic Items policy has been updated to ensure exact quantities and specific details are included when ammunition is seized in future, and advice has been circulated to officers/ staff involved in the seizure and retention of firearms and ammunition.
- 5.28. Professional Standards continue to train all Sergeants and Inspectors in complaint handling. The training focuses on how best to address the concerns of the public and provide a reasonable and proportionate response to issues or concerns raised. We ask supervisors to acknowledge when something has gone wrong and to identify learning where possible. This work feeds into the learning culture, with the overall aim of improving public service. This approach has led to a slight increase in the number of complaint cases where an outcome of 'service not acceptable' has been recorded. However, we feel this approach is necessary to grow and learn as an organisation. We continue to encourage the use of reflective practice to address instances where officers and staff could have behaved differently.

Casey Report (Action Taken, Treatment)

- 5.29. Suffolk Constabulary continues to make progress against the recommendations in the Casey report. The eight key areas highlighted in the report were:
- Misconduct cases are taking too long to resolve
 - Officers and staff do not believe that action will be taken when concerns around conduct are raised
 - Allegations relating to sexual misconduct and other discriminatory behaviours are less likely than other misconduct allegations to result in a 'case to answer' decision
 - The misconduct process does not find and discipline officers with repeated or patterns of unacceptable behaviour
 - The Metropolitan Police does not fully support local PSUs to deal with misconduct effectively
 - The Metropolitan Police is not clear about what constitutes 'gross misconduct' and what will be done about it
 - There is racial disparity throughout the Metropolitan Police's misconduct system
 - Regulation 13 is not used fairly or effectively in relation to misconduct
- 5.30. The Norfolk and Suffolk PSD department, along with all police forces in the country, have completed what is termed the 'PND data wash', where every member of staff, officers and special constables are run through the Police National Database to check for criminal offences and ensure that all our information is accurate. The results of this data wash has been submitted to the NPCC and the local and national results are due to be reported soon. The data wash highlighted a number of cases requiring further scrutiny and investigation. The results of the data wash will feed into a larger piece of work in 2024, wherein we will look to compare HR data with known complaint and misconduct data.
- 5.31. A Business Case has been approved for additional PSD resources which will include a Prevent Officer, Hearings Coordinator and additional Investigators. The position of Prevent Officer will provide targeted training and interventions to ensure potential breaches of the Code of Ethics and any Corruption risks are managed and prevented early. Due to the significant increase in demand in Misconduct Investigations, an additional four Detective Constables within the Anti-Corruption Unit to manage corruption risks and three extra Police Constable Investigating Officers will be recruited soon. The Hearing Coordinator role will ensure Misconduct Hearings are conducted as expeditiously as possible.
- 5.32. In response to the Casey Report, and due to an increase in the reporting of sexual misconduct cases, a new Serious Sexual Misconduct Team was created within PSD to provide dedicated and specialist investigators to investigate internal allegations of sexual misconduct and some abuse of position allegations.
- 5.33. The Professional Standards Department is reviewing and preparing for the proposed changes to Police Misconduct Regulations expected to come into force sometime in 2024.
- 5.34. The Professional Standards Department creates an internal document aimed at providing details lessons learnt across the two Constabularies on a monthly basis. This is called the 'Learning Times'. The document now includes the full outcomes of Gross Misconduct Hearings to ensure colleagues see the results of matters that are reported to PSD in the hope it provides

reassurance to potential victims and colleagues that matters are taken seriously and investigations are thorough and fair.

6. FINANCIAL IMPLICATIONS

6.1 There are no financial implications relating to this report.

7. OTHER IMPLICATIONS AND RISKS

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

8. CHIEF OFFICER CONCLUSION

8.1 CSEW reporting in relation to public confidence is now available to support the Constabulary in its understanding of the public views on service and trust. The Constabulary is a positive outlier where respectful treatment is concerned, and all other areas assessed are near to the national average. In context this achievement is positive when funding of the Constabulary is considered but the ambition is to improve as there is still a decline against 3-year averages locally.

8.2 Local victim satisfaction rates continue to report positive improvements overall and victims of domestic abuse report very high levels of satisfaction with the services received. There are several local improvement initiatives that are currently being progressed to make further improvements on the confidence and satisfaction levels for the resident of Suffolk where the Constabulary is concerned.

8.3 The Constabulary response to public complaints remains robust and there has been additional resourcing provided to the Professional Standards Department to ensure expected timeliness is achieved and cases are sufficiently supported. The organisation is able to demonstrate close tracking of trends in complaints received and delivery of learning for officers and staff where it is required.