



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP24/30

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
19 JULY 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 was 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 April 2024 and covers the period up to December 2023. The survey pause due to Covid means that the three-year average used for comparison is for the periods ending Sep 2019, Sep 2020 and Sep 2023. Levels of confidence are displayed in Table 1 below:

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

Measure	Last 12 M	3 year average	Difference	National Average (Last 12M)	National Ranking: as at December 2023 (/42)
% of public who agree police are doing a good job	51.6%	61.7%	-10.1pp	49.1%	15 th
% of public who agree police deal with community priorities	46.8%	55.1%	-8.3pp	45.1%	17 th
% of public who agree police can be relied upon when needed	50.4%	58.7%	-8.3pp	50.6%	23 rd
% of public who agree police would treat them fairly	60.9%	63.8%	-2.9pp	57.4%	11 th
% of public who agree police would treat them with respect	85.1%	85.2%	-0.1pp	78.9%	5 th
% of public who have confidence in the police overall	72.6%	75.6%	-3.0pp	65.3%	6 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 December 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 between June 2017 and March 2024. Data for the twelve-month rolling period to March 2024 is displayed in Table 2 below, alongside comparable data from the previous report covering the period up to October 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, progress has been tracked internally using year on year comparisons with local data.

Table 2: Victim satisfaction up to March 2024

Suffolk		% satisfied		
		12 months ending		Diff. PP
		Mar-24	Mar-23	
Business Crime	First contact	60.0%	65.5%	-5.5%
	Action taken	66.7%	65.3%	1.3%
	Kept informed	69.4%	66.7%	2.8%
	Treatment	84.7%	89.3%	-4.6%
	Whole experience	73.6%	72.0%	1.6%
Number of respondents		72	75	
Hate Crime	First contact	64.8%	64.6%	0.2%
	Action taken	61.9%	69.9%	-8.0%
	Kept informed	76.2%	68.0%	8.2%
	Treatment	85.7%	84.5%	1.2%
	Whole experience	72.6%	78.6%	-6.0%
Number of respondents		84	103	
Online Crime	First contact	73.6%	64.7%	8.8%
	Action taken	72.5%	69.6%	2.8%
	Kept informed	79.7%	70.3%	9.5%
	Treatment	89.1%	89.2%	-0.1%
	Whole experience	80.4%	75.9%	4.5%
Number of respondents		138	158	
Rural Crime	First contact	78.8%	63.6%	15.2%
	Action taken	61.0%	72.5%	-11.6%
	Kept informed	51.2%	66.7%	-15.4%
	Treatment	85.4%	92.2%	-6.8%
	Whole experience	65.9%	82.4%	-16.5%
Number of respondents		41	51	
Total	First contact	69.5%	64.7%	4.7%
	Action taken	67.2%	69.3%	-2.1%
	Kept informed	73.1%	68.5%	4.7%
	Treatment	86.9%	88.4%	-1.5%
	Whole experience	75.2%	76.7%	-1.5%
Number of respondents		335	387	

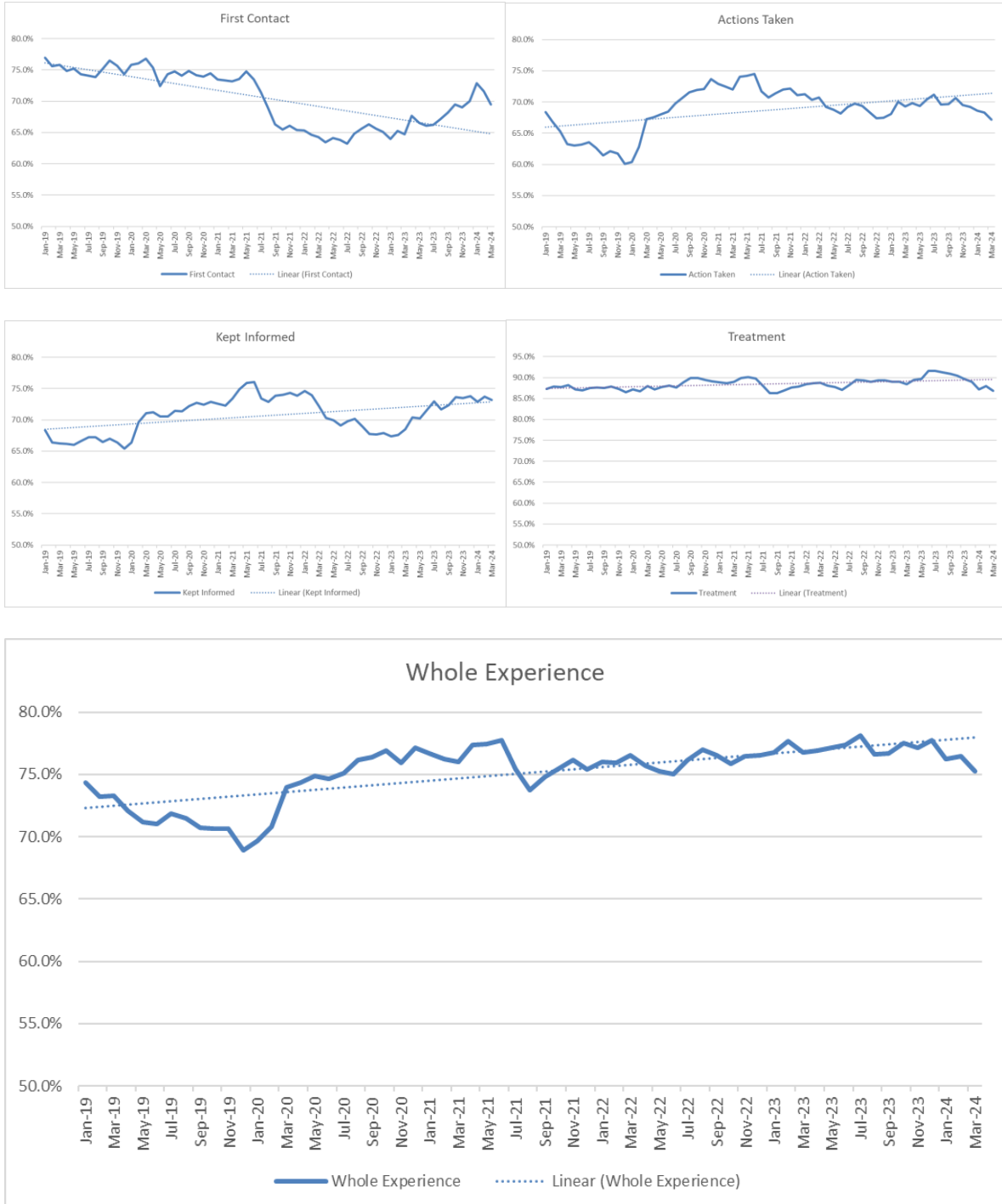
Table 3: Victim satisfaction up to October 2023

Suffolk		% satisfied		
		12 months ending		Diff. PP
		Oct-23	Oct-22	
Business Crime	First contact	60.4%	69.2%	-8.8%
	Action taken	69.1%	63.6%	5.6%
	Kept informed	77.9%	61.7%	16.3%
	Treatment	89.7%	86.0%	3.7%
	Whole experience	77.9%	66.4%	11.6%
Number of respondents		68	107	
Hate Crime	First contact	66.7%	65.7%	1.0%
	Action taken	67.9%	66.2%	1.8%
	Kept informed	74.4%	69.1%	5.2%
	Treatment	87.2%	88.2%	-1.1%
	Whole experience	73.1%	77.9%	-4.9%
Number of respondents		78	136	
Online Crime	First contact	72.4%	65.7%	6.8%
	Action taken	75.4%	69.3%	6.0%
	Kept informed	77.5%	68.8%	8.7%
	Treatment	93.7%	89.4%	4.2%
	Whole experience	81.0%	77.8%	3.2%
Number of respondents		142	189	
Rural Crime	First contact	76.3%	65.4%	10.9%
	Action taken	63.0%	78.7%	-15.6%
	Kept informed	54.3%	72.1%	-17.8%
	Treatment	87.0%	95.1%	-8.1%
	Whole experience	73.9%	82.0%	-8.1%
Number of respondents		46	61	
Total	First contact	69.5%	66.3%	3.2%
	Action taken	70.7%	68.4%	2.3%
	Kept informed	73.7%	67.7%	5.9%
	Treatment	90.4%	89.0%	1.4%
	Whole experience	77.5%	75.9%	1.7%
Number of respondents		334	493	

- 3.4. Satisfaction with first contact has increased for all crime areas except Business Crime when compared to the previous 12 months. This compares to a fall in satisfaction in this area in April 2022 which ranged from 2.7pp for hate crime to 16.9pp for rural crime. Overall satisfaction with first contact is at 4.7pp higher than in the previous 12 months.
- 3.5. 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 16.5pp to 65.9% in comparison to the previous twelve months.

3.6. 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

- 3.7. *First Contact* - Levels of satisfaction with first contact dropped significantly in June 2021. However, satisfaction in this area has been increasing over the last two years. 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.
- 3.8. *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. 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.
- 3.9. *Keep Informed* - The level of satisfaction with how victims were kept informed reached its highest point in June 2021. Despite a fall during 2022, the level of satisfaction in this area rose throughout early 2023 and has remained stable over the last six months. 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.
- 3.10. *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.

Domestic Abuse Surveys (ADR 444) and Sexual Offences

- 3.11. 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 Group.
- 3.12. Due to a server failure, the Constabulary does not have the response data for the quarter ending September 2023. Data for the two year period to March 2024 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 31st March 2024 and compares this to the preceding 12-month period. In general terms satisfaction in this area remains stable.

Measure	Most Recent 12M (to 31 st March 2024)	Previous 12M (to 31 st March 2023)	Difference Against Previous 12 Months
Satisfaction Amongst Victims of Domestic Abuse – Whole Experience	89%	91%	2pp Decrease

4. PUBLIC CONFIDENCE, SATISFACTION AND ENGAGEMENT PORTFOLIO

- 4.1. Traditionally the Constabulary’s Public Confidence, Satisfaction and Engagement Board, led by the Assistant Chief Constable for Local Policing, has overseen this portfolio. Changes in the governance structures of the Local Policing Command, and in particular the introduction of the new Neighbourhood Policing Working Group and Local Policing Board, has resulted in the stand-alone Confidence, Satisfaction and Engagement Board being disbanded.
- 4.2. The new structure allows for much more focus upon delivery activity associated with the Confidence, Satisfaction and Engagement Portfolios, with specific tracking of performance data to ensure improved oversight of these key areas. The Local Policing Board, again chaired by the Assistant Chief Constable for Local Policing continues to commission specific research on public confidence and satisfaction and meets bi-monthly to explore the main themes in greater depth as well as setting priorities and direction.
- 4.3. The following provides a summary and context of the key activities that are being overseen by the Public Confidence, Satisfaction and Engagement Portfolio’s.

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

- 4.4. 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.
- 4.5. The new operating model has now been live for just over 6 months and a formal review is underway. An interim 3-month review identified initial improvements in engagement, public contact, community-based priority setting, abstraction from community policing and increased capacity for proactivity linked to problem solving.

Community Engagement Activity (*Keep Informed, Action Taken*)

- 4.6. 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.
- 4.7. Refinement in the Engagement APP has allowed the Constabulary to track the volume and effectiveness of our engagement activity in much more detail than ever before. The historic Safer Neighbourhood Team model saw on average 200 separate engagements recorded per month in the six months leading up to the change in operating model. Since the new Community Policing Teams were introduced (December 2023), again operating in a much more community focused role, we are seeing circa 1,500 recorded engagements.

- 4.8. Prior to the operating model change, the largest focus on engagement occurred within school settings, with engagements largely carried out by school engagement officers and focused on young people. Since December 2024 we have seen much more focus on engagement activity linked to targeted community issues. Most of the engagement activity now under way can be directly linked back to community issues or community priorities. There is a significant rise in engagement linked to crime prevention, vulnerable or diverse communities. Patrol activity carried out by our community teams is now driven largely by the policing concerns and priorities that are being identified through the “you said we did” campaign.
- 4.9. Each of the CPT’s has now identified relevant and appropriate community policing priorities. The CPT’s are working hard to keep the effected communities updated with police activity. This information is shared from each CPT’s dedicated web site within the Constabulary’s Single Online Home platform.
- 4.10. The Kestrel Teams’ continue to deploy to areas of most need and have significantly improved our capacity and capability for bespoke targeted engagement. The changes in the operating model have seen more space to allow much more proactivity amongst Kestrel Teams, with a number of examples of the Kestrel Teams contributing towards the disruption of serious crime (drugs supply, county lines); as well as continuing to provide a surge of visible policing or proactive resource into areas of heightened community concern.

New Neighbourhood Policing Performance Framework (*Action Taken, Keep Informed*)

- 4.11. Suffolk Constabulary has introduced a new Neighbourhood Policing Performance Framework which is driving key Community Policing Team activity. The Framework is split into the three key themes of Engaging with Communities, Problem Solving and Targeted Activity. Each thematic has relevant objectives and measures which are being worked on. These are:

Engaging with Communities

- Improved Public Trust and Confidence in Local Policing through regular formal and informal engagement activities.
- Local Communities that have access to information about local Neighbourhood Policing activity and crime issues
- Engagement activities that are tailored to local community needs.
- Local priorities and problem-solving activities which are driven by Neighbourhood Policing Team engagement activities.

Problem Solving

- Problem Solving and Crime Prevention activities which are delivered through means of systematic problem solving approaches OSARA (objective, scanning, analysis, response and assessment).
- Problem Solving responses which are evidence based, innovative and bespoke to tackle underlying root causes.
- Neighbourhood Policing Teams routinely assess the impact of problem solving responses, sharing good practice and lessons learnt.
- Neighbourhood Policing Teams who work with others to develop and deliver problem solving including internal departments, partner agencies and wider communities.

Targeted Activity

- Neighbourhood Policing activity is coordinated to target threat, harm, risk, and vulnerability, in addition to local community needs and concerns.
 - Neighbourhood Policing Teams have the resource capability to deliver their activities according to threat, harm, risk, and vulnerability, in addition to local community needs and concerns.
 - Neighbourhood Policing Teams are supported, skilled and equipped in Neighbourhood Policing through learning and professional development.
- 4.12. Delivery against the activities is overseen tactically by the new Neighbourhood Policing Working Group reporting into the Local Policing Board.

Police Race Action Plan (Action Taken, Treatment)

- 4.13. The Constabulary has now established its first recruited Police Race Action Plan Advisory and Scrutiny Panel. The new chairperson has been appointed and the panel met for the first time in April 2024. The panel will continue to meet quarterly and will support oversight and scrutiny of the constabulary's delivery against the objectives of the national programme. This work continued to be overseen by the Deputy Chief Constable.

Local Policing Priorities (Action Taken, Keep Informed, Treatment)

- 4.14. All operational officers deployed within either County Policing Command (CPC) or Crime, Safeguarding & Incident Management (CSIM) are now working towards a common set of priorities. Many of these priorities are aimed at improving the experiences of victims of crime or those who contact the Constabulary for support. The priorities are as follows:
- Put victims at the heart of everything we do ensuring we comply with the Victims Cide
 - Improve positive outcomes.
 - Support the wellbeing and development of our people.
 - Protect victims and pursue offenders of DA, VAWG and Serious Violence
 - Making best use of technology
- 4.15. Each officer working with wither CPC or CSIM has been provided with PDR objectives linked to these priorities. The Local Policing Board is tracking delivery against these objectives.

Operation Spotlight – Antisocial Behaviour (ASB) Hotspot activity (Action Taken, Keep Informed)

- 4.16. In May 2024, following a successful bid by the Constabulary and the Office of the Police and Crime Commissioner (OPCC), the Home Office awarded a grant agreement for £1m of funding towards activities linked with hotspot policing. This will allow enhanced patrol and problem-solving activity across 16 communities within Suffolk that have been at the highest risk form ASB or Violent Crime.
- 4.17. Operation Spotlight has been launched which will aim to deliver an additional 10,000 hours of visible policing across these communities by April 2025. Funding has been provided to pursue several technological and analytical solutions that will help the Constabulary improve its understanding and approach to ASB. A partnership fund has been established to support joint agency patrols and other community-based initiatives that will help reduce the impact of ASB

in these priority communities. The project team are also working with a specialist media company to develop a dedicated microsite and social media-based campaign targeted at increasing social awareness of the impacts of ASB amongst young people.

- 4.18. Internal analytical resource from the Strategic, Business and Operational Services Department (SBOS) is being used to track the impact of the activity under Operation Spotlight.

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 337 complaints were received in the reporting period, 1 April 2023 to 31 March 2024. Of these complaints, 267 were recorded under Schedule 3 and 70 were logged outside of Schedule 3 of the PRA 2002.

- 5.5. To compare with the previous year 2022/23, 364 complaints were received and of these, 301 were recorded under Schedule 3 and 63 were logged outside Schedule 3. This is a decrease of 7% 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 1,090 allegations recorded in the reporting period, 429 have been recorded under this category, which is 39.4% of the total. This is lower than the national percentage in the IOPC

Quarterly Complaints Statistics for Q1-Q4 2023/24, which shows that 53% 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 5 sub-categories of complaint across the Force are:
 - A1 Police action following contact (190 allegations – 17.4%)
 - A3 Information (110 allegations – 10.1%)
 - B4 Use of force (80 allegations – 7.3%)
 - A4 General level of service (70 allegations – 6.4%)
 - H5 Overbearing or harassing behaviours (68 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 337 complaints received in the reporting period, 84.9% of cases were logged within 2 working days. In relation to contacting the complainant, 80.9% were contacted within 10 working days.
- 5.10. The level of contact from complainants remains high and in the last 12 months 2,826 contacts were made to the Joint Professional Standards Department, compared to 2,763 contacts in 2022/23.
- 5.11. Complaints recorded under Schedule 3 are handled by way of investigation, otherwise than by investigation (reasonably and proportionately 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 255 complaints have been finalised in the reporting period and of those, 9% were investigated, 67.5% were handled otherwise than by investigation and 12.5% were resulted as no further action. The remaining complaints were either withdrawn, 10.2%, or discontinued, 1.2% (where the complaint decided not to proceed with the complaint).
- 5.12. A total of 779 allegations were finalised under Schedule 3 and of these it was determined the service provided was acceptable in 63%. In 1% of allegations, it was found there was a case to answer, in 12% 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 11% were withdrawn or discontinued under Regulation 41.
- 5.13. In the reporting period, cases handled under Schedule 3 took an average of 89 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 IOPC measure timeliness from the date the complaint is made to the date the case is finalised. The latest bulletin, covering the period 1 April 2023 to 31 March 2024 shows that it took the Force on average 124 working days to finalised complaints recorded under Schedule

3, not including the time the case was sub judice. This compares to the most similar Forces average of 158 working days and the national average of 133 working days.

- 5.15. The outcome for complaints handled outside of Schedule 3 will be either resolved or not resolved. Of the 74 complaints finalised in the reporting period, 67 were resolved which is 90.5% 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, 10 cases were moved to Schedule 3.
- 5.16. Cases handled outside of Schedule 3 took on average 38 working days to finalise from the date the complaint was recorded to the date the complainant was informed of the result.
- 5.17. 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.
- 5.18. 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 350 complainants made the 337 complaints received in the reporting period. The ethnicity of complainant is recorded where it has been provided and in the reporting period 82.6% of the complainants' ethnicity details have been captured. This is a slight increase from the same period the previous year, where 81.4% of complainants provided their ethnicity.
- 5.19. Of the 350 complainants recorded on the 337 complaint cases, 7.4% are Black and Minority Ethnic (BAME), 75.1% are White and 17.4% are unknown ethnicity.
- 5.20. Of the total 1,090 allegations recorded in the reporting period, 46 have been made alleging discrimination. Of these, 24 have been made under the protected characteristic of race which is 52.2% 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.
- 5.21. A total of 468 Suffolk Police Officers, Special Constables and members of police staff are identified on the complaints recorded. The ethnicity of the 432 Police officers and Special Constables recorded is 4.4% BAME, 94.4% White and 1.2% are unknown/not stated.
- 5.22. Complaints recorded under Schedule 3 of the PRA 2002 allow complainants to request a review if they remain dissatisfied with the outcome of their complaint. In the reporting period the IOPC upheld nine reviews and the Local Policing Body upheld two where the determined the outcome was not reasonable and proportionate.
- 5.23. 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. In the reporting period, 1 April 2023 to 31 March 2024, 23 reports have been sent. Of those, 18 relate to complaint cases and five to conduct cases. These notifications (12-month letters) are referred to as Chapter 13 reports (as the requirements are outlined in Chapter 13 of the IOPC Statutory Guidance).

- 5.24. A total of 70 internal conduct cases were recorded in the reporting period, compared to 52 conduct cases in 2022/23. This is an increase of 35% of cases recorded.
- 5.25. The Police (Conduct) Regulations 2020 defines misconduct as “a breach of the Standards of Professional Behaviour that is so serious as to justify disciplinary action (written warning or above)” and gross misconduct as “a breach of the Standards of Professional Behaviour that is so serious as to justify dismissal”. In the reporting period 17 gross misconduct hearings were held for nine Police officers and eight members of Police staff. A total of seven misconduct meetings were held for six Police officers and one member of Police staff.
- 5.26. Changes to the chairing of police misconduct hearings came into effect in May 2024. Chief Constables will have stronger decision-making powers to determine whether a police officer should be dismissed from the police service, by chairing public gross misconduct hearings. It is hoped this new protocol will expedite the misconduct hearings process to the benefit of the public, Constabulary and subject officer/staff.

Organisational Learning (Action Taken, Treatment)

- 5.27. 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.
- 5.28. The following two 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:
- 5.29. The Professional Standards Department have identified learning arising from a serious injury to a member of the public who was detained following arrest. The review carried out in accordance with the ‘Death and Serious Injury’ protocol highlighted the need to circulate a safety reminder to all officers and staff regarding the care and treatment of detainees whilst in custody. The policy regarding treatment of detainees in custody has also been reviewed and updated and includes a greater onus on officers to monitor the welfare of detainees prior to the booking in process. The safety reminder focussed on ‘active monitoring’ of detainees as well as a list of common effects relating to drug use.
- 5.30. Learning has identified through an independent investigation by the IOPC into an incident which resulted in a serious injury to a member of the public. The member of public was injured accidentally by his friend who discharged a shotgun in his direction. The investigation found that officers needed to be more cognisant of Police National Computer (PNC) markers on

criminal investigations. As a result, a safety reminder has been circulated to officers. Furthermore, PSD are working with the Firearms licencing team to ensure members of the public subject to criminal investigations who are firearms/ shotgun licence holders are automatically identified and appropriate safeguarding measures put in place.

- 5.31. The Professional Standards Department are currently undergoing internal changes to improve the way in which we identify and address both individual and organisational learning. PSD are working closely with the human resources department and other internal stakeholders to develop a joint force data correlation project. This will result in a cross referencing of HR and PSD data to accurately identify trends and themes across the organisation. This project will encompass both complaint and conduct data, highlighting 'hotspots' which require intervention or prevention work. Identified hotspots will be thoroughly researched and discussed at a monthly meeting, where the appropriate intervention can be determined.
- 5.32. This intelligence and analytical work will feed into our new 'Prevent Officer' role. A successful candidate has been selected and will be starting with the department imminently. The Prevent Officer will be tasked with problem solving 'hotspots' identified through the force data correlation work. They will also be the face of PSD, providing bespoke training to teams or departments with an aim of preventing complaints and Conduct matters arising.
- 5.33. This is in addition to the training already provided by PSD to 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. 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.
- 5.34. The Professional Standards Department has continued to support the training of Student Officers, Custody Sergeants and Special Constables, this has been further expanded to assist and support the development through presentations to Suffolk Sergeants and the Foundation Detective Course. In 2024 PSD have also commenced 'new starter' training for new members of staff, as it was highlighted that student officers receive an input from PSD, but new staff did not. As a result, monthly inputs are delivered centring around the values and standards expected in the police service, and how they may differ from private sector roles.

Casey Report (Action Taken, Treatment)

- 5.35. 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
- 5.36. The Right Culture workstream continues and is led by Norfolk and Suffolk People Directorate across both Norfolk and Suffolk. The work being undertaken around our culture and standards and includes Right Culture workshops, the internal People Opinion Survey, and compulsory training for all ranks. This is effectively a cultural change programme which will look to set the direction and drive change, part of this will include a clear 3–5-year road map. At the heart of this there will be engagement with our people and associations.
- 5.37. The position of Prevent Officer has been recruited and will be imbedded imminently within PSD. The role will provide targeted training and interventions to ensure potential breaches of the Code of Ethics and any Corruption risks are managed and prevented early. The role will be used to gain local intelligence regarding poor performance, in order to ensure suitable interventions can be put in place. It is hoped this approach will reduce the number of cases where poor performance transitions into misconduct.
- 5.38. The Hearings & Meetings Manager role has revolutionised the way in which both forces prepare and manage misconduct meetings and hearings. Misconduct Hearings are now conducted as expeditiously as possible.
- 5.39. 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. This team includes specially trained Detectives who have significant experience in investigating serious sexual offences and investigations of a covert nature.
- 5.40. The Professional Standards Department continues to create an internal document providing both individual and organisational 'lessons learnt' across the two Constabularies on a monthly basis. The 'Learning Times' document is under review and will shortly be published using MS Sway. It is hoped this new approach will increase the readership, reaching more of the organisation in a more engaging way. The document 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. We also use the publication to 'myth bust', to increase organisational confidence that concerns and reports will be acted upon.

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 continues to inform the Constabulary understanding of public confidence in policing. The Constabulary remains a positive outlier where respectful treatment is concerned and, whilst there are slight declines in other areas, it should be noted that this is far less prominent than in many other forces and there have been strong gains on national positioning since the last reporting.
- 8.2 Local satisfaction continues to follow positive trends, but will soon cease in reporting due to the provider contract not being renewed. The report provides an overview of many of the areas of improvement that influences confidence and satisfaction and, whilst direct impact is difficult to understand, there are many positive indicators of good progress being made.
- 8.3 Recruitment into the Professional Standards Department has continued to make progress, and the organisation is able to demonstrate close tracking of trends in complaint and the delivery of learning for officers and staff where it is required.