



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

SUBMITTED TO: OFFICE OF THE POLICE AND CRIME COMMISSIONER

SUBJECT: PROGRESS AGAINST HMICFRS INSPECTION RECOMMENDATIONS

SUMMARY:

1. This report provides an overview of progress made by the constabulary against a number of recommendations set by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) as a result of recent inspections and publications (as of June 2026).

RECOMMENDATION:

1. The PCC is asked to consider the progress made by the constabulary and raise issues with the Chief Constable as appropriate to the PCC's role in holding the Chief Constable to account.

1 SUFFOLK CONSTABULARY STRATEGIC PROCESS AND GOVERNANCE OF HMICFRS

- 1.1 Strategic oversight of all HMICFRS related matters is managed by the Deputy Chief Constable via a monthly Steering Group meeting held with senior management to track progress of recommendations made through published reports, review submissions for completed actions and manage preparation for inspections.
- 1.2 The Suffolk HMICFRS team is led by the Head of Futures Hub and the HMICFRS Force Liaison Officer (FLO). Both roles sit within the Futures Hub. This structure enables the force to coordinate and liaise with HMICFRS on the organisation and planning of inspections, data requests and the continuous improvement involved with HMICFRS related work.
- 1.3 Recommendations are recorded and allocated to strategic leads and progressed as required. It is a continuous improvement process, and updates are provided to HMICFRS via the HMICFRS monitoring portal and continuous engagement with HMICFRS Force Lead Liaison (FLL).
- 1.4 Recommendations and Areas for Improvement (AFIs) from force inspections (e.g. Police Effectiveness, Efficiency and Legitimacy (PEEL) and National Children Protection Inspections) are monitored through a monthly Delivery Group meeting chaired by the Chief Superintendent for Suffolk Crime, Safeguarding and Incident Management (CSIM). Recommendations and AFIs from national thematic papers or super-complaint reports are monitored at the same meeting on a quarterly basis.

2 PROCESS WITH OFFICE OF THE POLICE AND CRIME COMMISSIONER

- 2.1 Suffolk Constabulary has a structured process with the Office of the Police and Crime Commissioner (OPCC) in how we respond to HMICFRS publications.
- 2.2 All reports published by HMICFRS that involve recommendations or areas for improvement (AFIs) for Suffolk Constabulary, whether they are specific to Suffolk or applicable on a national level, require a response on behalf of the Chief Constable as to how the constabulary intends to progress any recommendations. This response is provided to the OPCC and published on their website alongside their own response. Links to the responses can be found [here](#).
- 2.3 Super-complaints do not follow the same procedure as national thematic reports, further information regarding super-complaints can be found [here](#).
- 2.4 The recommendations provided in the super-complaint reports are not mandatory for the constabulary to follow. The constabulary must report its stance on the recommendations to the National Police Chief's Council (NPCC) within six months of the published date. The NPCC collate responses from all police forces and publish an NPCC response to the super-complaint.

3 RECOMMENDATIONS AND AREAS FOR IMPROVEMENT (AFIs)

- 3.1 This report provides an update on the outstanding recommendations for Suffolk Constabulary as identified by HMICFRS through their inspection activity. According to HMICFRS' Monitoring Portal, there are currently 127 open recommendations and 14 open AFIs being progressed

within Suffolk Constabulary. The below section provides a breakdown of the internal status of these actions.

3.2 Of the 127 open recommendations, 78 of these are ready for closure internally, meaning Suffolk Constabulary have considered these met and are awaiting closure on the portal. Of the 14 open AFIs, four of these are ready to be submitted for closure to HMICFRS. This follows the process established by HMICFRS whereby forces can self-certify Level 2 and Level 3 recommendations and AFIs for closure by submitting a letter on behalf of the Chief Constable outlining the actions taken by the force to address. This is an ongoing process.

3.3 The following provides a breakdown of the internal status of recommendations and AFIs:

3.3.1 Recommendations: 127 open

- 49 in progress (including 14 new)
- 78 ready to be submitted for closure¹

3.3.2 AFIs: 14 open

- 10 in progress
- 4 ready to be submitted for closure

4 NEW NATIONAL THEMATIC REPORTS

4.1 The following section details one new national thematic report published in the period since the previous report in October 2025 and/or not covered in the previous report. All the reports can be accessed from the title headings in this paper.

4.1.1 [PEEL Spotlight: The policing response to the investigation of online child sexual abuse and the management of registered sex offenders \(2026\)](#)

4.1.2 This paper was published by HMICFRS on 15 April 2026 as a result of their national thematic inspection into how police forces and national bodies work together to make sure forces can meet the demand faced by online child sexual abuse and exploitation, and the management of sexual and violence offenders.

4.1.3 In total, the report made 16 recommendations, of which nine are for police forces to progress. These have been assigned to the Chief Superintendent of Crime Safeguarding & Incident Management (CSIM).

4.1.4 A copy of Suffolk's original response can be found [here](#).

4.1.5 Work continues to progress against all recommendations which will continue to be monitored at Suffolk's HMICFRS Delivery Group.

5 UPDATES ON PREVIOUSLY PUBLISHED NATIONAL THEMATIC REPORTS

¹ Recommendations or AFIs are considered ready for closure once submitted by the owner; these are either awaiting closure by HMICFRS or there are other recommendations within the same report still outstanding finalisation (currently all report recommendations are submitted for closure together).

- 5.1 This section will cover updates on recommendations and AFIs from previous publications that have significant updates, where recommendations have been addressed and submitted for closure or those that have had deadlines within the reporting period.
- 5.2 [A joint thematic inspection of the police and Crown Prosecution Service’s response to rape – Phase one: From report to police or CPS decision to take no further action \(2021\)](#)
- 5.2.1 This report was published in July 2021 and included a total of 13 recommendations, eight of which were for police forces. Seven of these have already been met and considered closed, with one long standing recommendation remaining open as a longer-term programme of work.
- 5.2.2 A copy of Suffolk Constabulary’s original response can be found [here](#).
- 5.2.3 Recommendation 1 is owned by Suffolk and Norfolk’s Joint Chief Superintendent of Specialist Operations Command and recommends all police forces to ensure information on protected characteristics of rape victims is accurately and consistently recorded.
- 5.2.4 As outlined in the [October 2024 APP report](#), this recommendation is subject to both national and systems work which is ongoing, but is complex in nature expected to be a long term programme before the recommendation can be considered met. As of December 2025, the revised National Protected Characteristics Coding Scheme has been approved, and forces have been advised to await further clarification before local implementation.
- 5.2.5 This will continue to be monitored at Suffolk’s HMICFRS Delivery Group.
- 5.3 [Police response to violence against women and girls – Final Inspection Report \(2021\)](#)
- 5.3.1 This report was published in September 2021 and included a total of five overarching recommendations with multiple sub-recommendations, of which three were for police forces. At previous updates, Suffolk reported that two of these have already been met and considered closed with the remainder continuing to be owned by the Chief Superintendent of CSIM and progressed by the Superintendent of Workflow Management. Since the last update, a review of recommendations led to the decision to re-open one of the closed recommendations as it relates to the recording protective characteristics data, a topic that is being addressed through a number of other recommendations and AFIs, including that addressed at 5.2.
- 5.3.2 A copy of Suffolk Constabulary’s original response can be found [here](#).
- 5.3.3 Recommendation 20 fell into the overarching recommendation that forces should review use of outcomes 15 and 16 in violence against women and girls (VAWG) offences. Specifically, this recommendation reads that the NPCC VAWG National Delivery Lead should develop and disseminate to forces a process for consistent and robust monitoring of outcomes 15 and 16 VAWG cases. At a minimum this should require inspector-level sign-off on these cases with rationale for the closure recorded and auditable.
- 5.3.4 Following updated rules published by the Home Office regarding which investigations might fall into the category of Rape and High-Risk Domestic Abuse (DA) investigations and be subject to this recommendation, policies were reviewed internally to ensure compliance.
- 5.3.5 An audit was carried out in December 2024 which showed that there were high levels of compliance on the relevant offences with an Inspector authorisation for the use of outcomes 15 and 16. However, the audit has raised some additional questions as to the need for an

Inspector review on offences that the Crown Prosecution Service (CPS) has deemed requiring no further action. A further audit in August 2025 found similar issues persisting, with steps being taken to ensure all relevant investigations be reviewed by an Inspector prior to closure, along with additional DA training being planned.

5.3.6 As of May 2026, work has continued to ensure supervisors are aware of their responsibilities to review outcomes. This continues to be monitored for compliance, to satisfy the constabulary that this is being applied correctly.

5.3.7 This will continue to be monitored at Suffolk's HMICFRS Delivery Group.

5.4 [A joint thematic inspection of Multiagency Public Protection Arrangements – "Twenty years on, is MAPPA achieving its objectives?" \(2022\)](#)

5.4.1 This report was published in July 2022 and included a total of 19 recommendations, four of which were for police forces. Two of these have already been met and considered closed, however, the remaining two can now be updated on. These continue to be owned by the Head of CSIM and progressed by the Superintendent for Demand Reduction.

5.4.2 A copy of Suffolk Constabulary's original response can be found [here](#).

5.4.3 Recommendation 18 recommends that police forces should ensure that all Multi-Agency Public Protection Arrangements (MAPPA) nominals managed at Levels 2 and 3 are allocated to a suitably trained police offender manager.

5.4.4 Recommendation 19 recommends that police forces should ensure that workloads for staff managing sexual offenders are reviewed against national expectations and, where found to be excessive, take steps for mitigation and communicate this to affected staff.

5.4.5 Since the last update in October 2025, the Offender Management review has led to Suffolk Constabulary establishing a full MOSOVO team now implemented as the High Harm Team, which provides suitably trained personnel to manage Level 1 nominals and provide oversight and support around Levels 2 and 3. This team went live in January 2026. Performance is monitored at monthly Senior Management Team meetings, and the team is subject to a full 12-month evaluation.

5.4.6 Additionally, the review led to an increase of Public Protection Officers to improve the ratio of managing Registered Sex Offenders to more manageable levels.

5.4.7 As a result of these latest changes, both remaining recommendations will be submitted for closure.

5.5 [An inspection of vetting, misconduct and misogyny in the police service \(2022\)](#)

5.5.1 This report was published in November 2022 and included a total of 43 recommendations and five AFIs. Of these, 29 recommendations and all five AFIs were for police forces. These continue to be owned and progressed by the Superintendent for Suffolk and Norfolk Constabularies' Joint Professional Standards Department.

5.5.2 A copy of Suffolk Constabulary's original response can be found [here](#).

- 5.5.3 Due to the volume of recommendations included in this report and its national priority, HMICFRS instigated a national programme to review individual force progress against these recommendations. This has required regular reporting, including providing evidence of how the constabulary has met each recommendation, and remote inspections conducted by HMICFRS inspectors.
- 5.5.4 As a result of this process, 20 of the 29 recommendations and three of the five AFIs have been met and verified by HMICFRS. This leaves nine recommendations and two AFIs that remained outstanding to be progressed by Suffolk and Norfolk's Joint Professional Standards Department and People Directorate, two of which are currently under consideration for submitting for closure.
- 5.5.5 As of June 2026, both AFIs and six recommendations have been submitted for closure by Suffolk Constabulary. These await verification by HMICFRS, which will require further inspection to formally close.
- 5.5.6 The three remaining recommendations continue to be monitored at a monthly HMICFRS Steering Group, chaired by the Deputy Chief Constable, and will be reviewed again as part of the HMICFRS' next integrity inspection in Suffolk Constabulary (date currently unknown).
- 5.6 [An inspection into how well the police and other agencies use digital forensics in their investigations \(2022\)](#)
- 5.6.1 This report was published in December 2022 and included a total of nine recommendations, of which three were for police forces. Two of these had already been met and closed, and the remaining one has now been considered closed too.
- 5.6.2 Recommendation 4 recommends that the NPCC and forces within England and Wales need to include the management of digital forensic kiosks in their governance and oversight frameworks.
- 5.6.3 Whilst work continues to progress around the ongoing management of the digital forensic kiosk provision, this now has governance through the Digital Project Board. This recommendation is considered met and submitted for closure.
- 5.7 [An inspection of how effective police forces are in the deployment of firearms \(2023\)](#)
- 5.7.1 This report was published in July 2023 and included a total of 12 recommendations, of which eight were for police forces. Seven of these recommendations have been considered met and made ready for closure, with the remainder continuing to be owned by the Chief Superintendent of Joint Specialist Operations Command.
- 5.7.2 A copy of Suffolk Constabulary's original response can be found [here](#).
- 5.7.3 Recommendation 2 of the report recommended that chief constables make sure there is access to both specialist strategic firearms commanders and specialist tactical firearms commanders, through a 24-hour rota covering the region.
- 5.7.4 Suffolk Constabulary already operates under a Memorandum of Understanding (MoU) as part of the regional Seven-Force Cross Boundary Command for access to strategic and tactical

firearms commanders for high threat incidents. This was sanctioned by the seven Eastern Region Chief Constables in 2022.

- 5.7.5 However, in response to this recommendation these arrangements are being formalised under a Section 22A Police Act 1996 seven forces collaborative services legal agreement for a Specialist Firearms Commander cadre. This is being progressed through the joint constabulary's legal teams. In the meantime, the existing agreement ensures access to commanders is maintained when required.
- 5.7.6 This recommendation continues to be progressed and will be monitored at Suffolk's HMICFRS Delivery Group.
- 5.8 [Race and policing: An inspection of race disparity in police criminal justice decision-making \(2023\)](#)
- 5.8.1 This report was published in August 2023 and included a total of 13 recommendations, of which four were for police forces. These are being owned and progressed by the Chief Superintendent of Joint Specialist Operations Command.
- 5.8.2 A copy of Suffolk Constabulary's original response can be found [here](#).
- 5.8.3 Suffolk Constabulary has progressed its response to race disparity in criminal justice decision-making. A strategic profile analysing disproportionality has been completed and adopted by the Police Powers Board, with findings shared across key governance groups. The analysis, which includes Youth Justice Board data, found no statistically significant disparity beyond arrest and strip search powers. Oversight is now embedded within routine performance monitoring and supported by the Independent Scrutiny Panel in Custody. As a result, no public publication has been made, though the force remains committed to transparency should future findings warrant it.
- 5.8.4 Recommendation 11 asks that police forces make sure information about criminal justice disparity is published on force websites. This is now in place with information available through the 'About us' pages on Suffolk Constabulary's website.
- 5.8.5 The remaining two recommendations continue to be progressed and will be monitored at Suffolk's HMICFRS Delivery Group.
- 5.9 [An inspection of the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation in England and Wales \(2023\)](#)
- 5.9.1 This report was published in December 2023 and included a total of nine recommendations and one AFI, of which, four recommendations and the AFI were for police forces. One of these recommendations has now been considered met and made ready for closure, with the remaining being owned and progressed by the Chief Superintendent of CSIM.
- 5.9.2 A copy of Suffolk Constabulary's original response can be found [here](#).
- 5.9.3 Recommendation 2 of the report recommended that chief constables should make sure that their forces have a problem profile for child sexual exploitation (CSE), which informs their force's understanding of CSE in the area.

- 5.9.4 A force-wide problem profile has now been completed and shared with HMICFRS as of April 2025. This is supported by a child safeguarding continual improvement plan which is reviewed at the relevant safeguarding board and includes elements of Child Sexual Exploitation. In addition to this, Group-based CSE is also a focus of an action plan managed under the Suffolk Safeguarding Partnership. As of November 2025, the strategic profile has been published in line with the Hydrant programme's expectations. This recommendation has been considered met and submitted for closure.
- 5.9.5 Recommendation 4 of the report recommends that chief constables ensure there are sufficient measures in place to identify group-based CSE within the record management systems.
- 5.9.6 Work against this recommendation has progressed with the implementation of a national intelligence tool. The tool is being trialled in partnership with Norfolk Constabulary and awaits a review.
- 5.9.7 Recommendation 9 of the report recommended that chief constables take effective steps to eradicate victim-blaming language in their forces.
- 5.9.8 In response to this recommendation, scenario-based vulnerability training has been provided to all relevant officers which includes the use of terminology used in investigations and safeguarding. This is now regularly reviewed by supervisors and specialist support teams, with feedback provided to individuals where an emerging issue is identified. As a result, this recommendation has been considered met and submitted for closure.
- 5.9.9 AFI 1 of the report states that chief constables should work with their statutory safeguarding partners to review, promote and make sure that relevant group-based child sexual exploitation disruption and prevention initiatives are implemented effectively in their forces. It specifies that this should include consideration of options such as advice given in the Home Office disruption toolkit and an Operation Makesafe type of approach.
- 5.9.10 In response to this Area for Improvement, Operation Makesafe is now being implemented in Suffolk Constabulary, with ownership and coordination by the Criminal Exploitation Team, providing support to neighbourhood officers. Measures are in place to ensure Operation Makesafe visits are being recorded effectively, with insight from this recording used to support ongoing activity. This AFI has been considered met and submitted for closure.
- 5.9.11 Progress against the one remaining recommendation continues and will be monitored at Suffolk's HMICFRS Delivery Group.
- 5.10 [Meeting the needs of victims in the criminal justice system \(2023\)](#)
- 5.10.1 This report was published in December 2023 and included a total of six recommendations, only one of which was for police forces. These are owned by the Chief Superintendent of Joint Specialist Operations Command to progress.
- 5.10.2 A copy of Suffolk Constabulary's original response can be found [here](#).
- 5.10.3 Recommendation 3 of the report recommended that the College of Policing (CoP) should, with the NPCC and chief constables, develop minimum standards for the completion of victim

needs assessments, which should include standards for timeliness of completion and clarity on the information to be recorded.

5.10.4 In March 2026, this recommendation was closed by HMICFRS.

5.11 [An inspection report on progress to introduce a national operating model for rape and other serious sexual offences investigations in early adopter police forces \(2024\)](#)

5.11.1 This report was published in August 2024 and included a total of 14 recommendations, of which five are for police forces to progress. These are owned by the Chief Superintendent of CSIM.

5.11.2 A copy of Suffolk Constabulary's original response can be found [here](#).

5.11.3 As of April 2025, two of the five recommendations have been considered met and have been made ready for closure, whilst three remain ongoing.

5.11.4 Recommendation 5 relates to the use of the new definition of repeat rape and other serious sexual offences suspects to identify and manage them. A definition agreed by the national team is currently being reviewed by the Home Office for sign off. Suffolk Constabulary continues to await the confirmation of this.

5.11.5 Recommendation 11 relates to the ongoing monitoring of performance against the National Operating Model. Progress has been made against much of this, with compliance and performance subject to monitoring through a number of channels.

5.11.6 These two recommendations remain open and are being progressed as part of Suffolk Constabulary's implementation of the Operation Soteria NOM. These will continue to be monitored at Suffolk's HMICFRS Delivery Group.

5.12 [An inspection into activism and impartiality in policing \(2024\)](#)

5.12.1 This report was published in September 2024 and included a total of 22 recommendation, of which nine are for police forces. These are owned separately across multiple departments to progress.

5.12.2 A copy of Suffolk Constabulary's original response can be found [here](#).

5.12.3 As of June 2026, five of the nine recommendations have been considered met and have been made ready for closure, whilst four remain ongoing.

5.12.4 Suffolk Constabulary continues to make measured progress across the in-progress recommendations from the HMICFRS inspection into activism and impartiality. Under recommendation 10, the Uniform Standards policy provides clear guidance to officers and staff about displaying visible representations and is under regular review. Under recommendation 18, all hate crimes and non-crime hate incidents are now reviewed by the CPPH to ensure that correct processes have been followed, the most suitable crime has been recorded and the correct actions taken. Problem solving approaches are considered within these reviews. Further review of internal processes around hate crime and non-crime incidents will take place when additional national guidance is published. These two recommendations have now been considered met and submitted for closure.

5.12.5 Under recommendation 9, the force has drafted its Communications and Engagement Policy to reflect the College of Policing's new APP, and this awaits finalisation. To meet

recommendation 12, Chief Officers have now agreed the provision of further Equality Impact Assessment training to be delivered to project managements and Senior Responsible Owners, and a plan is in place to better monitor EIA withing new governance structures. Finally, under Recommendation 22, a dedicated budget for Staff Support Networks has been agreed, with clear guidance drafted for inclusion in policy, enabling autonomous spending up to £250 and structured approval for higher amounts. This guidance is currently under review by staff associations before being signed off. These three recommendations remain in progress.

5.12.6 Progress against these will be monitored at Suffolk's HMICFRS Delivery Group.

5.13 [The policing response to antisocial behaviour: PEEL spotlight report \(2024\)](#)

5.13.1 This report was published in October 2024 and included a total of eight recommendations, of which five were for police forces. These are owned by the Chief Superintendent of Suffolk County Policing Command (CPC). All but one of these recommendations remain open for progressing.

5.13.2 A copy of Suffolk Constabulary's original response can be found [here](#).

5.13.3 These recommendations broadly relate to the review and development of processes and training for the appropriate recording, risk assessment and delivery of ASB and problem-solving policing.

5.13.4 In response to these recommendations a range of initiatives have been progressed including relevant training either being delivered or planning to be delivered to all call handlers, community policing teams, response officers and student officers, guidance on ASB via pocket guides, intranet pages and briefings, and access to CoP resources.

5.13.5 Recommendation 2 recommends that forces should make sure personnel are appropriately trained to identify and record ASB and associated crime when they are first reported. In response to this recommendation a number of training inputs have been provided to call takers and frontline officers and remains part of their CPD. ASB Scrutiny panels are in place to provide feedback and learning via an ASB News bulletin. An ASB Hub hosted on the force's intranet continues to expand with updated guidance and self-help resources to tackle ASB. This recommendation has been considered met and submitted for closure.

5.13.6 Recommendation 3 relates to the risk assessment processes for ASB to ensure that risks are properly assessed from initial contact to case closure, and the retention of risk assessments. To address this recommendation a number of measures are now in place, including call taker scripts and the application of THRIVE at the initial point of call, both of which track high levels of compliance. In addition to this, frontline officers complete a digital Risk Assessment (RAM) with victims of ASB, which includes a victim voice section. Processes have been established to ensure that 99% of finalised ASB investigations have a RAM completed. There is similar compliance with supervisory reviews of ASB risk assessments. Further compliance is assured via the dedicated ASB Team's review of ASB investigations and through monthly performance reporting. This recommendation has been considered met and submitted for closure.

5.13.7 Recommendations 1, relating to the overall recording of ASB and associated crime, and recommendation 4, relating to the completion of ASB Problem Solving Plans both remain open for continued progression. Suffolk Constabulary recognises that further work is required to meet these recommendations.

- 5.13.8 Progress against the remaining recommendations continues to be monitored at Suffolk's HMICFRS Delivery Group.
- 5.14 [An inspection into how effectively the police investigate crime \(2025\)](#)
- 5.14.1 This paper was published by HMICFRS in March 2025 and included a total of 11 recommendations, of which eight were for police forces. These are owned by the Chief Superintendent of CSIM with tactical leads across a number of areas.
- 5.14.2 A copy of Suffolk Constabulary's original response can be found [here](#).
- 5.14.3 Suffolk Constabulary has made steady progress across all open recommendations although all remain open. Online reporting processes have been enhanced and are well embedded, with a Standard Operating Procedure due to be published to assure processes around online reporting. New processes are also being introduced into the control to strengthen the constabulary's management of overall demand and risk, which will support improved allocation, supervision and timeliness of investigation.
- 5.14.4 Crime allocation is being refined, with a new policy in place to ensure alignment with investigator skills and experience, although this continues to be reviewed to ensure allocation is appropriate. The 8-Point Plan remains central to investigation planning, and updates are being finalised with communication and training due to be rolled out in 2026. Facial recognition through the use of PND has seen record usage across the force, with further direction and reminders around its use coming in new 8PP.
- 5.14.5 Supervision of investigations remains an ongoing area of focus for Suffolk Constabulary, with work ongoing to enhance the support to supervisors, review processes and monitoring. The roll out of relevant training and CPD to investigators has been fully reviewed, with gaps being actively addressed. Finally, while crime allocation decisions are quality assured by the IMU, a formal audit process continues to monitor screened-out crimes and ensure closure decisions are appropriate.
- 5.14.6 Progress against these recommendations continues to be monitored at Suffolk's HMICFRS Delivery Group.
- 5.15 [Improving the response to organised immigration crime \(2025\)](#)
- 5.15.1 This paper was published by HMICFRS on 11 July 2025 as a result of their national thematic inspection into how effectively the police and National Crime Agency tackle organised immigration crime (OIC) in England and Wales.
- 5.15.2 In total, the report made ten recommendations, of which four are for police forces to progress. These have been assigned to the Chief Superintendent of Specialist Crime and Capabilities, with leads across a number of departments.
- 5.15.3 A copy of Suffolk's original response can be found [here](#).
- 5.15.4 Work has progressed against all four recommendations to the point where all have been considered met and submitted for closure.
- 5.15.5 Recommendation 2 relates to police forces ensure that reporting officers complete and submit the required intelligent documents when reporting a case to Immigration

Enforcement's National Command and Control Unit (NCCU). This has been addressed through the implementation of a dedicated OIC intelligence officer and adoption of the Op Bluebird National Response Plan, which is being followed in relevant circumstances.

- 5.15.6 Recommendation 4 relates to forces ensuring they have clear plans to collect, analyse and share information related to organised immigration crime. Supported by the dedicated OIC intelligence officer, relevant daily scanning and response plans are in place to ensure relevant intelligence is identified, analysed and shared with relevant partners.
- 5.15.7 Recommendation 8 relates to forces working with the Modern Slavery & Organised Immigration Crime Unit to make sure that relevant personnel complete the Hydra training package on organised immigration crime. This has been delivered with 39 officers and staff from across the required areas of business having completed the Hydra training.
- 5.15.8 Recommendation 9 relates to forces ensuring all relevant personnel complete the four modules of the OIC e-learning package. This has been rolled out to all relevant staff, with a high completion rate being actively monitored.
- 5.16 [Joint case building by the police and Crown Prosecution Service: Final Report \(2025\)](#)
- 5.16.1 This paper was published by HMICFRS on 10 July 2025 as a result of a joint national thematic inspection with His Majesty's Crown Prosecution Service Inspectorate of the building of prosecution cases by the police and Crown Prosecution Service (CPS).
- 5.16.2 In total, the report made 18 recommendations, of which three were for police forces to progress. These have been assigned to the Chief Superintendent of Joint Specialist Operations (formerly Justice Services) and progressed by the Head of Justice Services for Suffolk and Norfolk Constabularies.
- 5.16.3 A copy of Suffolk's original response can be found [here](#).
- 5.16.4 All three recommendations remain open and in progress. A number of developments are being delivered in response to recommendation 5 including providing oversight through improved data visibility and reviewing audit regimes.
- 5.16.5 Recommendation 7 refers to relevant supervisors receiving training. Suffolk Constabulary began delivering the relevant College of Policing course as a pilot force in May 2026. Future updates will review progress ahead of submitting this recommendation for closure. Recommendation 9 also progresses with work ongoing to develop a framework of joint training initiatives with CPS, which are due to be signed off in Summer 2026.
- 5.16.6 Progress against these recommendations will continue to be monitored at Suffolk's HMICFRS Delivery Group. Further updates will be provided in future versions of this report.
- 5.17 [PEEL Spotlight: How effectively do the police record crime? \(2025\)](#)
- 5.17.1 This paper was published by HMICFRS on 28 August 2025 as a result of a review of all Crime Data Integrity (CDI) inspections conducted between 2016 and 2025.
- 5.17.2 In total, the report made three recommendations, all of which were for police forces to progress. These have been assigned to the Chief Superintendent of Crime, Safeguarding & Incident Management (CSIM) and progressed by the Superintendent for Crime.
- 5.17.3 A copy of Suffolk's original response can be found [here](#).

- 5.17.4 All three recommendations have oversight from Suffolk's Constabulary's Op Investigate, which looks to drive continuous improvement around crime recording and investigative standards. Crime recording is being addressed through a number of initiatives, including engagement with the control room, delivering focused thematic training and audits, and identifying opportunities to innovate with technology to improve recording standards.
- 5.17.5 Progress against these recommendations will continue to be monitored at Suffolk's HMICFRS Delivery Group. Further updates will be provided in future versions of this report.
- 5.18 [The effectiveness of diverting children from the criminal justice system: meeting needs, ensuring safety, and preventing reoffending \(2025\)](#)
- 5.18.1 This paper was published by HMICFRS on 15 October 2025 as a result of a joint national thematic inspection with His Majesty's Inspectorate of Probation into the delivery of out-of-court disposals.
- 5.18.2 In total, the report made 11 recommendations, of which one was for police forces to progress. This has been assigned to the Chief Superintendent of Suffolk County Policing Command and progressed by the Superintendent for the County Partnership & Prevention Hub (CPPH).
- 5.18.3 A copy of Suffolk's original response can be found [here](#).
- 5.18.4 The recommendation encompasses a range of measures focused on forces improving how out-of-court disposals are managed. Suffolk Constabulary's processes now comply with the report's recommendations and is considered met, ready to be submitted for closure.
- 5.19 [Inspection of the effectiveness of police and law enforcement bodies' response to group-based child sexual exploitation: A progress report \(2025\)](#)
- 5.19.1 This paper was published by HMICFRS on 24 October 2025 as a follow up from the 2023 report of the same name.
- 5.19.2 This report closes two of the recommendations previously allocated to police forces, plus the AFI. At present these are still open on the HMICFRS Monitoring Portal so remain considered open internally until directed otherwise. This report provided an update on the 2023 report at point 5.9.
- 5.19.3 The report made an additional six new recommendations, of which four are for police forces to progress. This is owned by the Chief Superintendent for CSIM and progressed by the Superintendent for Safeguarding.
- 5.19.4 A copy of Suffolk's original response can be found [here](#).
- 5.19.5 As of June 2026, two of the four recommendations have been considered met and ready for closure.
- 5.19.6 Recommendation 1 relates to the adoption of the Independent Inquiry into Child Sexual Abuse's (IICSA) definition of an 'organised network' as a definition of group-based child sexual exploitation, ensuring that this is used in all relevant documents. Suffolk Constabulary confirms that it has adopted the IICSA definition and all relevant policies, training products and guidance has been updated accordingly.
- 5.19.7 Recommendation 2 relates to the full adoption and use of the Hydrant Programme's child sexual exploitation problem profile template as a minimum when preparing 2025/26 child

sexual exploitation problem profiles. The latest strategic profile was published in November 2025 in line with the Hydrant Programme's requirement.

- 5.19.8 Progress continues against Recommendation 4 and 6 in the report. These will be monitored in Suffolk's HMICFRS Delivery Group.

6 SUPER COMPLAINTS

- 6.1 There have been no super complaint reports published nor any updates to the previously reported on super complaints.

7 INSPECTIONS

7.1 [Police Effectiveness, Efficiency and Legitimacy Inspection \(PEEL\) 2023-25](#)

- 7.1.1 HMICFRS conducted the previous PEEL Inspection of Suffolk Constabulary during Spring 2023. The report was published on 4th October 2023.
- 7.1.2 HMICFRS assessed Suffolk Constabulary in 10 areas of policing and made judgements in nine of these 10. The report issued a total of 14 Areas for Improvement (AFIs), one Cause for Concern (which includes three recommendations) and one Innovative Practice.
- 7.1.3 An initial response was provided to the November 2023 APP Board and can be found [here](#).
- 7.1.4 In order to address and monitor progress against each of the recommendations and AFIs, Suffolk Constabulary manage a Delivery Meeting, chaired by the Chief Superintendent for Crime, Safeguarding and Incident Management (CSIM), and attended by assigned leads for each area of HMICFRS inspection.
- 7.1.5 Whilst nine AFIs currently remain open on HMICFRS' portal for progression, these are currently awaiting the outcome of the most recent inspection in April 2026, which will either close or carry forward the 2023 AFIs.

7.2 [Police Effectiveness, Efficiency and Legitimacy Inspection \(PEEL\) 2025-27](#)

- 7.2.1 HMICFRS conducted the most recent PEEL Inspection of Suffolk Constabulary during April 2026.
- 7.2.2 The report is due to be published in August 2026 (date TBC).
- 7.2.3 Any new AFIs will be set within this report and Suffolk Constabulary will provide an initial response to the PCC within the statutory time scale. These will be allocated to the relevant leads to progress.
- 7.2.4 As a result of this inspection, Suffolk Constabulary were issued with an [Accelerated Cause of Concern relating to the management of the Domestic Violence Disclosure Scheme \(DVDS; otherwise known as Clare's Law\)](#) in May 2026. This was issued with five recommendations.
- 7.2.5 A copy of Suffolk's original response to this Accelerated Cause of Concern can be found [here](#).

7.2.6 Work to address this Cause of Concern continues at pace and the constabulary expects to be re-engaged with HMICFRS inspectors in August according to the time frames outlined in the recommendations.

7.2.7 This work is overseen by the Assistant Chief Constable through a dedicated weekly meeting.

7.3 [National Child Protection Inspection \(NCPI\)](#)

7.3.1 The Suffolk Constabulary NCPI Inspection report was published in December 2022. The published report can be found [here](#). This report made 10 recommendations.

7.3.2 Suffolk Constabulary was reinspected by HMICFRS on the progress made against these recommendations in July 2023. The report following this reinspection was published in November 2023.

7.3.3 This reinspection found that six of the 10 original recommendations had been met by Suffolk Constabulary. A full update on progress was provided to the January APP Board and can be found [here](#).

7.3.4 The four outstanding NCPI recommendations continue to be progressed and monitored through Suffolk Constabulary's Delivery Meeting alongside the PEEL AFIs.

7.3.5 Two of these have undergone internal audits to measure progress against the recommendations. However, these remain open to continue progressing.

8 **FINANCIAL IMPLICATIONS**

8.1 None

9 **OTHER IMPLICATIONS AND RISKS**

9.1 None

10 **CHIEF OFFICER CONCLUSION**

10.1 Section 7.2 of this report highlights the most recent PEEL inspection which is anticipated to be published in August 2026. The constabulary has a copy of the draft of this report and it is likely that there will be significant changes. However, it is not yet in the public domain. The Constabulary is working to address all feedback received from the HMICFRS as part of this process so that we can immediately provide reassurance in respect of any areas identified for improvement.