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 October 2026).

RECOMMENDATION:

1. The Police and Crime Commissioner is asked to note the progress made against HMICFRS recommendations and Areas for Improvement, consider the outstanding risks and improvement activity, and raise any matters requiring further assurance with the Chief Constable.

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. PEEL and National Child Protection Inspections) are monitored through a monthly Delivery Group meeting chaired by the Detective 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) for responding 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 Chiefs' Council (NPCC) within six months of publication. The NPCC collates 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 151 open recommendations and 26 open AFIs being progressed within Suffolk Constabulary. The section below provides a breakdown of the internal status of these actions.

3.2 Internally, Suffolk Constabulary assesses 82 of the recommendations and four of the Areas for Improvement as having been addressed and ready for submission or confirmation of closure. The remaining 69 recommendations and 22 Areas for Improvement continue to be progressed.

3.3 Recommendations remain recorded as open until the relevant closure process has been completed. Depending on the applicable HMICFRS process, this may require submission of a Chief Constable's closure letter, formal verification by HMICFRS, or completion of other recommendations arising from the same inspection report.

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

3.4.1 Recommendations: 151 open

- 69 in progress (including 24 new)
- 82 ready to be submitted for closure[1]

3.4.2 AFIs: 26 open

- 22 in progress (including 17 new)
- 4 ready to be submitted for closure

4 NEW NATIONAL THEMATIC REPORTS

4.1 The following section details two new national thematic reports published in the period since the previous report in June 2026 and/or not covered in the previous report. All the reports can be accessed from the title headings in this paper.

4.2 An inspection of firearms licensing across police forces in England and Wales (2026)

4.2.1 This paper was published by HMICFRS on 28 August 2026 as a result of their national thematic inspection into firearms licensing and how police forces keep the public safe whilst making sure that their possession of firearms is lawful.

4.2.2 In total, the report made 23 recommendations, of which seven are for police forces to progress. These have been assigned to the Chief Superintendent of Specialist Operations Command.

4.2.3 A copy of Suffolk's original response can be found here.

4.2.4 Three of the seven recommendations are considered to already be met by the Constabulary.

4.2.5 Work continues to progress against the four remaining recommendations which will be monitored at Suffolk's HMICFRS Delivery Group.

4.3 An inspection of the police's role in safety advisory groups: planning for major public events (2026)

[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).

4.3.1 This paper was published by HMICFRS on 4 September 2026 as a result of their national thematic inspection into the contributions of police forces in England and Wales to safety advisory groups (SAGs) and other bodies responsible for public safety and the licensing of high-profile public events.

4.3.2 In total, the report made 37 recommendations, of which 11 are for police forces to progress. These have been assigned to the Chief Superintendent of Specialist Operations Command.

4.3.3 Suffolk Constabulary has submitted an initial response to these recommendations to the PCC, and the response has been published and available via HMICFRS-Safety-Advisory-Groups-Suffolk-response.pdf

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

5 UPDATES ON PREVIOUSLY PUBLISHED NATIONAL THEMATIC REPORTS

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 that information on the protected characteristics if rape victims is accurately and consistently recorded.

5.2.4 As outlined in the June 2026 APP report, this recommendation is subject to both national and systems work which is ongoing but is complex in nature and expected to be a long-term programme before the recommendation can be considered met. As of October 2026, forces still wait for national work to progress.

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, the recording of data on protected characteristics, 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 are reviewed by and Inspector along with additional DA training being planned.

5.3.6 As of October 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 An inspection of vetting, misconduct and misogyny in the police service (2022)

5.4.1 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 were owned and progressed by the Superintendent for Suffolk and Norfolk Constabularies' Joint Professional Standards Department.

5.4.2 A copy of Suffolk Constabulary's original response can be found here.

5.4.3 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.

5.4.4 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 left nine recommendations and two AFIs that remained outstanding to be progressed by Suffolk and Norfolk's Joint Professional Standards Department and People Directorate.

5.4.5 As of October 2026, all AFIs and recommendations have been submitted for closure by Suffolk Constabulary. These await verification by HMICFRS, which will require further inspection to formally close. This will be completed as part of the next Integrity Inspection in Suffolk Constabulary (date currently unknown).

5.5 An inspection of how effective police forces are in the deployment of firearms (2023)

5.5.1 This report was published in July 2023 and included a total of 12 recommendations, of which eight were for police forces. All of these recommendations have been considered met and made ready for closure.

5.5.2 A copy of Suffolk Constabulary's original response can be found here.

5.5.3 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.

5.5.4 Suffolk Constabulary 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.

5.5.5 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 constabularies' legal teams. In the meantime, the existing agreement ensures access to commanders is maintained when required.

5.5.6 Whilst the constabulary waits for the existing arrangements to be formalised, it is deemed that the recommendation is being achieved in practice through the MoU. Therefore, this recommendation is now assessed internally as met and ready for submission for closure.

5.6 Race and policing: An inspection of race disparity in police criminal justice decision-making (2023)

5.6.1 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.

5.6.2 A copy of Suffolk Constabulary's original response can be found here.

5.6.3 Two recommendations remain outstanding and continue to be progressed. Recommendation 8 relates to ensuring information from the Youth Justice Board summary disproportionality toolkit is included in the force analysis of police criminal justice disparity. Recommendation 10 relates to the work taking place to establish or build on arrangements for the scrutiny of police criminal justice disparity, which is being progressed to ensure data is fully understood and shared with communities.

5.6.4 The remaining two recommendations continue to be progressed and will be monitored at Suffolk's HMICFRS Delivery Group.

5.7 An inspection of the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation in England and Wales (2023)

5.7.1 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. Three of these recommendations have now been considered met and made ready for closure, with the remaining being owned and progressed by the Chief Superintendent of CSIM.

5.7.2 A copy of Suffolk Constabulary's original response can be found here.

5.7.3 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.

5.7.4 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 the trial is awaiting review. This recommendation is being tracked alongside Recommendation 4 of the later 2025 follow up report.

5.7.5 Progress against the one remaining recommendation continues and will be monitored at Suffolk's HMICFRS Delivery Group.

5.8 Meeting the needs of victims in the criminal justice system (2023)

5.8.1 This report was published in December 2023 and included a total of six recommendations, only one of which was for police forces. This is owned by the Chief Superintendent of Joint Specialist Operations Command to progress.

5.8.2 A copy of Suffolk Constabulary's original response can be found here.

5.8.3 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.

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

5.9 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)

5.9.1 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.

5.9.2 A copy of Suffolk Constabulary's original response can be found here.

5.9.3 As of October 2026, two of the five recommendations have been considered met and have been made ready for closure, whilst three remain ongoing.

5.9.4 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.

5.9.5 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. Continuous improvement within Suffolk is in a mature state and a tasking has been submitted to refresh the problem profile as the force awaits confirmation of the relevant KPI's from the Soteria Joint Unit.

5.9.6 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.

5.10 An inspection into activism and impartiality in policing (2024)

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

5.10.2 A copy of Suffolk Constabulary's original response can be found here.

5.10.3 As of October 2026, seven of the nine recommendations have been considered met and have been made ready for closure, while two remain ongoing.

5.10.4 Recommendation 22 relates to having a robust assessment process for the allocation of funds and support to networks, with prioritisation according to local need. To address this recommendation a dedicated budget for Staff Support Networks has been agreed with clear guidance being reviewed for inclusion in policy. Whilst the policy is progressed through consultation the recommendation is met through the governance and oversight it is now afforded.

5.10.5 Under recommendation 9, the force has drafted its Communications and Engagement Policy to reflect the College of Policing's new Authorised Professional Practice (APP), and this awaits finalisation. To meet recommendation 12, additional Equality Impact Assessment (EIA) training is due to take place in March 2027.

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

5.11 The policing response to antisocial behaviour: PEEL spotlight report (2024)

5.11.1 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 have now been considered met.

5.11.2 A copy of Suffolk Constabulary's original response can be found here.

5.11.3 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.

5.11.4 In response to these recommendations a range of initiatives have been progressed including relevant training either being delivered or planned 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.

5.11.5 Recommendation 4 relates to the completion of ASB Problem Solving Plans. Strengthened processes across supervisory oversight, performance monitoring and structured quality assurance against problem-solving activity mean that this recommendation is now considered met.

5.11.6 Recommendation 1 relates to the overall recording of ASB and associated crime. This remains an enduring AFI in Suffolk Constabulary's PEEL inspection assessment and a cross-department improvement group, which includes representation from ASB teams and Contact and Control Room (CCR), has been established to review and monitor the end-to-end response to ASB, including crime recording. A number of actions are being progressed through this group and will be monitored via regular auditing.

5.11.7 Progress against the remaining recommendation continues to be monitored at Suffolk's HMICFRS Delivery Group.

5.12 An inspection into how effectively the police investigate crime (2025)

5.12.1 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.

5.12.2 A copy of Suffolk Constabulary's original response can be found here.

5.12.3 Suffolk Constabulary has made steady progress across all open recommendations although all remain open. These recommendations have been used to inform a comprehensive investigative standards improvement programme which is well underway with its own governance and oversight, and splits across three strands: investigative efficiency, quality and supervisory excellence, and suspect management. This programme also addresses related AFIs and findings from Suffolk's 2026 PEEL inspection report.

5.12.4 Online reporting processes have been enhanced and are well embedded, with a Standard Operating Procedure due to be published to provide assurance over online reporting. New processes are also being introduced into the control room to strengthen the constabulary's management of overall demand and risk, which will support improved allocation, supervision and timeliness of investigation, including a review of allocation policies.

5.12.5 Crime allocation more broadly continues to be reviewed to maintain a victim-focused approach, whilst supporting frontline supervisors' decision-making. The 8 point plan remains central to investigation planning, and updates are being finalised with communication and training due to be rolled out in the coming months. Facial recognition through the use of the Police National Database (PND) has seen record usage across the force, with further direction and reminders around its use to be included in the updated 8 point plan.

5.12.6 Supervision of investigations remains an area of focus for Suffolk Constabulary, with work continuing to enhance support for supervisors, review processes and strengthen monitoring. Benchmarking has now been completed with other forces with opportunities to embed tested supervisory review frameworks in Suffolk being actively progressed. Finally, several training pathways continue to be maintained, with gaps in investigator training being addressed.

5.12.7 Progress against these recommendations continues to be monitored at Suffolk's HMICFRS Delivery Group.

5.13 Joint case building by the police and Crown Prosecution Service: Final Report (2025)

5.13.1 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).

5.13.2 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.

5.13.3 A copy of Suffolk's original response can be found here.

5.13.4 Two of the 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.

5.13.5 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.

5.13.6 Recommendation 9 has now been considered met as joint training plans have been agreed and built into Joint Operational Improvement Meetings.

5.13.7 Progress against outstanding recommendations will continue to be monitored at Suffolk's HMICFRS Delivery Group.

5.14 PEEL Spotlight: How effectively do the police record crime? (2025)

5.14.1 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.

5.14.2 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.

5.14.3 A copy of Suffolk's original response can be found here.

5.14.4 All three recommendations have oversight from Suffolk Constabulary's Op Investigate, which looks to drive continuous improvement around crime recording and investigative standards and are subject to the dedicated improvement programme referenced earlier in the report. Findings from the constabulary's 2026 PEEL report have highlighted a specific need for Suffolk to address these recommendations, particularly with regard to the recording of conduct crimes.

5.14.5 Recommendation 1 relates to the recording of all violent crimes, in particular conduct crimes such as harassment, stalking and controlling or coercive behaviour and less serious assaults. Alongside the wider improvement work noted above, a dedicated Stalking and Harassment Improvement Plan has been instigated with a working group set up to address this recommendation.

5.14.6 Recommendation 2 relates to the timely and accurate recording of crimes related to domestic abuse. In addition to the wider improvement work, focus on achieving this recommendation has included call handling of domestic calls, with governance being addressed through the relevant Domestic Abuse Delivery Group.

5.14.7 Recommendation 3 relates to the training of all officers and staff involved in recording crime to enhance their understanding of their role in the process, alongside effective governance over decisions and accuracy. As a new investigative standards framework is developed to address all aspects of this recommendation, the Assistant Chief Constable maintains oversight of crime recording performance through the dedicated Crime Data Integrity Board.

5.14.8 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.

5.15 Inspection of the effectiveness of police and law enforcement bodies' response to group-based child sexual exploitation: A progress report (2025)

5.15.1 This paper was published by HMICFRS on 24 October 2025 as a follow up from the 2023 report of the same name.

5.15.2 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.

5.15.3 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.

5.15.4 A copy of Suffolk's original response can be found here.

5.15.5 As of October 2026, two of the four recommendations have been considered met and ready for closure.

5.15.6 Recommendation 4 relates to the use of the Hydrant Programme's guidance to efficiently and accurately identify child sexual exploitation and group-based child sexual exploitation in their police record management systems. A number of process improvements have been made to address this, including in intelligence and analytical functions and in compliance auditing. These processes are being embedded before considering submitting the recommendation for closure.

5.15.7 Recommendation 6 relates to the implementation of Operation Makesafe. This is now written into the Child Exploitation Team's Terms of Reference with Op Hydrant compliance monitored through performance reporting.

5.15.8 Progress continues against Recommendations 4 and 6 in the report. These are monitored through Suffolk's HMICFRS Delivery Group.

5.16 PEEL Spotlight: The policing response to the investigation of online child sexual abuse and the management of registered sex offenders (2026)

5.16.1 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.

5.16.2 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).

5.16.3 A copy of Suffolk's original response can be found here.

5.16.4 Work is progressing across all nine recommendations in the PEEL Spotlight report. Improvements have focused on strengthening how online child sexual abuse referrals are assessed, prioritised and overseen, including clearer management arrangements and continued review of staffing and demand (Recommendations 1 and 2). Work is also underway to ensure decisions on arrest and bail are consistently recorded and that arrangements for monitoring bail conditions continue to improve (Recommendation 4).

5.16.5 The constabulary is developing further support for families affected by investigations and reviewing how this can be delivered alongside existing signposting arrangements (Recommendation 5). It is also strengthening the management of registered sex offenders through improved oversight, policy development, routine performance monitoring and work to address outstanding supervisory reviews (Recommendations 6, 8 and 10).

5.16.6 Partnership working and wellbeing remain areas of focus. Work continues with partners to support safeguarding and information sharing, while arrangements for staff wellbeing and psychological support are being developed further (Recommendations 15 and 16). Overall, the programme has established a clearer basis for sustained improvement, with remaining actions focused on embedding changes and addressing identified capacity and assurance needs.

5.16.7 Whilst work continues against all recommendations, this is monitored through Suffolk's HMICFRS Delivery Group.

6 SUPER COMPLAINTS

6.1 There have been no super complaint reports published and there have been no updates on previously reported super complaints.

7 INSPECTIONS

7.1 Police Effectiveness, Efficiency and Legitimacy Inspection (PEEL) 2025-27

7.1.1 HMICFRS conducted the most recent PEEL Inspection of Suffolk Constabulary during April 2026. The report was published on 20 August 2026.

7.1.2 HMICFRS assessed Suffolk Constabulary in nine areas of policing and made judgements in all areas. The report issued a total of 17 new Areas for Improvement (AFIs) and three causes of concern (including one accelerated).

7.1.3 An initial response to the report, which includes a response to each of the AFIs and recommendations, was provided to the PCC in September 2026, and can be found here. This

followed the response to the accelerated cause of concern in June 2026 which can be found here.

7.1.4 At the time of writing, the constabulary is awaiting the formal outcome of the HMICFRS review of the accelerated cause of concern which took place in September.

7.1.5 Work continues to progress against all open AFIs and causes of concern, and additional detail has been drawn from the narrative of the report to inform further priority areas for improvement. Plans to address the issues raised in HMICFRS' causes of concern include uplifting resource in these areas by two supervisors and eight additional staff to ensure that improvements can be sustained in the long term.

7.1.6 All activity in response to the PEEL report is being progressed and monitored through the HMICFRS Delivery Group, with oversight at the Deputy Chief Constable's Steering Group. All three Causes of Concern maintain Gold oversight.

7.2 Police Effectiveness, Efficiency and Legitimacy Inspection (PEEL) 2023-25

7.2.1 HMICFRS conducted the previous PEEL Inspection of Suffolk Constabulary during spring 2023. The report was published on 4 October 2023.

7.2.2 An initial response was provided to the November 2023 APP Board and can be found here.

7.2.3 As a result of the most recent PEEL inspection in 2026, all but four AFIs from 2023 have been closed by HMICFRS. These four outstanding AFIs remain enduring and are being addressed alongside new AFIs under the same governance structure, and are as follows:

- The constabulary should assure itself that it has effective governance of its strategic plans
- The constabulary needs to improve how it records equality data
- The constabulary needs to improve how it records crime when antisocial behaviour of a personal nature is reported
- The constabulary needs to improve the time it takes to record crimes.

7.3 National Child Protection Inspection (NCPI)

7.3.1 The Suffolk Constabulary NCPI 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 OPCC and can be found here.

7.3.4 The four outstanding NCPI recommendations continue to be progressed and monitored through Suffolk Constabulary's Delivery Group 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.

7.3.6 Self-assessment is also due to begin to ensure Suffolk Constabulary is prepared for the next NCPI.

7.4 Other expected inspections

7.4.1 Suffolk Constabulary anticipates future inspections under HMICFRS' Integrity and Serious Organised Crime programmes. Whilst dates are yet to be confirmed, the force has begun self-assessment and preparation work against the respective assessment frameworks for each inspection.

8 FINANCIAL IMPLICATIONS

8.1 The improvement activity described in this report is being managed within existing governance and budgetary arrangements. The resource uplift associated with the PEEL causes of concern comprises two supervisors and eight additional staff. The financial impact of this uplift is being managed through the relevant workforce and budget processes.

9 OTHER IMPLICATIONS AND RISKS

9.1 The principal risks relate to the pace and sustainability of improvement, the capacity required to deliver and evidence the necessary changes, and the need to demonstrate that revised processes are consistently embedded in operational practice. These risks are managed through the HMICFRS Delivery Group, the Deputy Chief Constable's Steering Group and dedicated Gold oversight of the PEEL causes of concern.

10 CHIEF OFFICER CONCLUSION

10.1 Suffolk Constabulary continues to make progress against HMICFRS recommendations and Areas for Improvement, supported by strengthened governance and senior leadership oversight. A significant proportion of recommendations are assessed internally as complete and ready for formal closure, while focused activity continues on those requiring further improvement or evidence of sustainable change. Particular attention remains on the findings from the most recent PEEL inspection, with progress, risk and assurance monitored through established governance arrangements to ensure improvements are embedded in operational practice and deliver demonstrable outcomes.