

#	Project	Tracker	Status	Owner	Title	Author	Assignee	Start date	Updated on the tracker	Due date	Theme	Report type	Description	Last notes	RAG Status and comments
13332	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	A joint thematic inspection of Integrated Offender Management - Recommendation 4	BIP - Muhith Miah	FLL - Darren Alderson	28/02/2020 00:00	08/04/2020 08:50	31/07/2020		Annual Assessment Report	ensure that service users are kept informed, as much as possible, about the benefits of inclusion in IOM, the support available and the monitoring and information-sharing ramifications of IOM supervision.	Recent work has been undertaken by operational Sergeants to highlight the benefits of IOM to our partner agencies and more specifically, the Probation Service. Offender managers are best placed to identify offenders on their workload who would benefit from being managed by a multi-agency approach and can make referrals into the IOM. Completed - proposed review for closure	HMIC Update It would be useful to understand what work has been undertaken by sgt. Can I suggest a telephone conversation with a sgt to assist with my understanding.
13289	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	A joint thematic inspection of Integrated Offender Management - Recommendation 3	BIP - Muhith Miah	FLL - Darren Alderson	28/02/2020 00:00	08/04/2020 08:50	31/07/2020		Annual Assessment Report	analyse training needs and ensure that all staff receive sufficient training to enable them to fulfil their duties. Training in public protection, safeguarding children and working with vulnerable adults should be prioritised	It is recognised that in order to respond effectively to the complex needs of the IOM cohort, that staff need to have sufficient training. An extensive training programme is being rolled out with consideration being given to how this can be developed in the future. Training sessions such as Thinking Skills, Building Better Relationships and Motivational Interviewing have all been recently delivered. Completed - proposed review for closure	HMIC Update: Is the training material available for a desktop review?
13246	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	A joint thematic inspection of Integrated Offender Management - Recommendation 2	BIP - Muhith Miah	FLL - Darren Alderson	28/02/2020 00:00	08/04/2020 08:50	31/07/2020		Annual Assessment Report	improve the quality and accuracy of recording in IOM cases, in particular, the activity relating to public protection	All partners involved in the joint Norfolk and Suffolk IOM use E-CINS to record information about the cohort members that they are supervising so that information can be easily shared and risks managed. There is also an information sharing agreement in place to allow the exchange of data in line with GDPR. Completed - proposed review for closure	HMIC Update This is another area that could be explored during a conversation with a sgt.
13203	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	A joint thematic inspection of Integrated Offender Management - Recommendation 1	BIP - Muhith Miah	FLL - Darren Alderson	28/02/2020 00:00	08/04/2020 08:50	31/07/2020		Annual Assessment Report	define their IOM operating model and produce practice guidance that sets out clearly what is required by each agency at every stage of the IOM supervision process	The Norfolk and Suffolk 'Bridge model' is clearly defined and a number of other forces have been in contact to understand our methodology and use it as a basis for their own schemes. It was nominated for a World Class Policing Award in 2019. There is clear guidance available on the procedures for scoring new offenders for adoption onto the scheme, offender management pathways, strategy meetings in a multi-agency setting and the process for deregistration. It is recognised that a review of the model may be required in the future due to the forthcoming reunification of Probation Services. This will be undertaken in partnership with colleagues in the National Probation Service. Completed - proposed review for closure	HMIC Update Is there a document connected with the 'Bridge model' that could be reviewed? Again, after review this could be a topic covered during discussions with a sgt.
13034	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	Joint Inspection - Evidence Led Domestic Abuse Prosecutions - Recommendation 6	BIP - Fiona Hyam	FLL - Darren Alderson	23/01/2020 00:00	04/03/2020 13:55		Domestic abuse	Joint Inspection	Police should ensure that investigations and decisions to take no further action in domestic abuse cases receive the same robustness of supervisory oversight as other domestic abuse cases.	Force policy mandates initial and subsequent supervisory oversight of all DA cases regardless of outcome. There are in excess of 300 crimes subject to audit each month and DA thematic audits feature within the regime. Supervisory oversight is a specific measure within those audits and there is a good rate of compliance shown. Completed - proposed review for closure	HMIC update This will need some form of file review or reality testing when possible.
12991	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	Joint Inspection - Evidence Led Domestic Abuse Prosecutions - Recommendation 5	BIP - Fiona Hyam	FLL - Darren Alderson	23/01/2020 00:00	04/03/2020 13:55		Domestic abuse	Joint Inspection	Police forces should ensure that training, messaging and guidance is clear that evidence led cases should benefit from the same quality of investigation, early gathering of evidence and supervisory oversight as other domestic abuse cases, particularly in cases where the victim does not support police action. Domestic abuse champions should reinforce this message.	There is no early finalisation approach taken by the constabulary where DA investigations are concerned. All investigations are allocated and are subject of a structured investigation governed by the '8 point plan' and this is consistent regardless of victim support for the investigation. Victimless prosecution and positive action are encouraged through all force training and comms messaging and there are demonstrably high rates of 'positive action' that can be seen through performance reporting. There are in excess of 300 crimes subject to audit each month and DA thematic audits feature within the regime. Quality of investigation is reflected through a series of measures within those audits and there is a good rate of compliance shown. Completed - proposed review for closure	HMIC update This will need some form of file review or reality testing when possible.
12948	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	Joint Inspection - Evidence Led Domestic Abuse Prosecutions - Recommendation 4	BIP - Fiona Hyam	FLL - Darren Alderson	23/01/2020 00:00	04/03/2020 13:55		Domestic abuse	Joint Inspection	Police forces with domestic abuse champions should raise awareness of the role and seek to utilise them to maximum effect.	The Constabulary has a long standing network of DA Champions that are used to good effect to deliver local messaging and as standing members of local scrutiny panels where DA is concerned. The Domestic Abuse 'Delivery Board' chaired by the head of crime monitors the development of these roles and there are further CPD events planned for the coming 12 month period. Completed - proposed review for closure	HMIC Update A conversation with a DA Champion would be useful.
12905	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	Joint Inspection - Evidence Led Domestic Abuse Prosecutions - Recommendation 3	BIP - Fiona Hyam	FLL - Darren Alderson	23/01/2020 00:00	04/03/2020 13:55		Domestic abuse	Joint Inspection	The police should review training plans in order to ensure that all appropriate staff, both frontline officers and investigators, are trained how to handle domestic abuse cases.	The Constabulary has invested heavily in DA training in recent years. The initial roll out of 'DA Matters' training four years ago covered all operational police officers and included the senior managers input. We have subsequently run the training programme again in the last 12 months but also included all police staff in public facing roles in addition to all operational officers. Completed - proposed review for closure	HMIC Update This will require reality testing when possible unless data is available to show when training was delivered and the number of staff trained?
12862	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	Joint Inspection - Evidence Led Domestic Abuse Prosecutions - Recommendation 1	BIP - Fiona Hyam	FLL - Darren Alderson	23/01/2020 00:00	04/03/2020 13:55		Domestic abuse	Joint Inspection	Police supervisors and Crown Prosecution Service legal managers should maximise opportunities to share examples of good work and successful outcomes with their teams.	The Constabulary holds a quarterly 'Scrutiny Panel' with external partners including the CPS that allows for good practice to be identified and communicated back to the workforce. There are strong links with between the 'Joint Justice Command' and CPS that is currently reinforcing the expectations around evidence led prosecutions and seeking to ensure that opportunities are maximised and again good practice examples are then shared through the DA Champion and management structures. Completed - proposed review for closure	HMIC update Are there minutes of the scrutiny panel available for review. This is also a topic that could be explored during a conversation with a DA champion.
12775	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	National Child Protection Inspections 2019 thematic report - Recommendation 3	BIP - Muhith Miah	FLL - Darren Alderson	27/02/2020 00:00	27/02/2020 12:39	29/05/2020	Child protection	National Thematic	We recommend that chief constables on those forces not yet inspected by the NCPI or JTAI take steps to identify and implement good practice and the learning highlighted from these programmes. This may include engaging with those forces who have been inspected, direct contact with the HMICFRS child protection lead or participating in a regional or national learning event.	Ongoing review work is undertaken within CSIM to monitor all Joint Targeted Area Inspections (JTAI) reports and in particular those that relate to MSF grouping. There have been several items of best practice identified through the last 12 months and implemented locally. A number of new initiatives have been implemented as a result of best practice research, including the "witness under 10 protocol", CPD training for all practitioners on child demeanour during interview as well as investment in supervision of the MASH. Completed - proposed review for closure	HMIC Update To be reviewed for closure
12732	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	National Child Protection Inspections 2019 thematic report - Recommendation 2	BIP - Muhith Miah	FLL - Darren Alderson	27/02/2020 00:00	27/02/2020 12:39	29/05/2020	Child protection	National Thematic	We recommend that chief constables should review performance management and quality assurance approaches to ensure that assessments of the nature and quality of decision making are routinely made. The purpose of this would be to reinforce the understanding that compliance with policy or process is only one part of effective practice.	The Constabulary has a strong approach to internal QA and audit process with quarterly 'deep dive' reporting around child abuse investigation standards. There are more than 300 crimes audited on a monthly basis by managers with safeguarding activity reported on in addition to the standards within the work and this material is routinely reported to the Performance Board. There is regular performance reporting from the Multi-Agency Safeguarding Hub (MASH) to its strategic board and this includes statistical analysis of trends and patterns within child protection referrals. Completed - proposed review for closure	HMIC Update Are recent minutes from the MASH strategic board available for review. Can these remarks be added to the portal please with a view to completion once minutes are reviewed.
12689	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	National Child Protection Inspections 2019 thematic report - Recommendation 1	BIP - Muhith Miah	FLL - Darren Alderson	27/02/2020 00:00	27/02/2020 12:39	29/05/2020	Child protection	National Thematic	We recommend that chief constables take steps to reduce the unnecessary criminalisation of children. Such steps could include (but don't need to be limited to) considering fully a child's circumstances when making decisions; more effective use of legislation to discontinue prosecutions not in the public (or child's) interest; the development of more effective non-criminal justice pathways for vulnerable children who commit lower level crimes.	There are a number of key workstreams being progressed with Police and partners to ensure we minimise the criminalisation of children, with governance delivered through the Children and Young Persons strategic board chaired by ACC Jones. Partnership activity is coordinated through the Youth Justice Management Board chaired by Suffolk County Council. Good progress has been made against this recommendation. Completed - proposed review for closure	This will need some form of reality testing, previously we would have attended a Children & Young Persons Strategic Board but that is currently not an option. In the meantime are minutes available for review.
9956	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	The poor relation: The police and Crown Prosecution Service's response to crimes against older people - Recommendation 4	BIP - Marta Lorenzo	FLL - Darren Alderson	02/10/2019 00:00	25/03/2020 17:26	30/11/2019	Vulnerable people		Within three months, chief constables should ensure that adult safeguarding referrals are always made when appropriate, with effective processes in place to make sure this happens. The NPCC lead for adults at risk should advise chief constables as to how this is best achieved.	Oct 2020 This recommendation relates to safeguarding referrals and as such is really specific to the submission of API's etc. However there is work ongoing in relation to the referral of all victims to the Victim Care Service and ensuring that referrals are both timely and accurate and have the appropriate consent. At this time the translation rate of referrals to actual service provided is extremely low (approx. 4000 referrals secures only 145 offers of service) and this is swamping the system. As such work needs to be continued to ensure officers secure consent from the victim prior to making the referral and also that they explain the service to the victim to facilitate a later self-referral if required. This links to the 'opt-out' model currently in place on Athena which is unlikely to change. To confirm however, vulnerable victims are prioritised by the service. Being picked up by the Supporting Victims Sub Group.	
9466	Suffolk Police	Recommendation	Being progressed	DCS Eamonn Bridger	Stalking and harassment: An inspection of Sussex Police commissioned by the police and crime commissioner, and an update on national recommendations in HMICFRS's 2017 report	BIP - Muhith Miah	FLL - Darren Alderson	10/04/2019 00:00	25/03/2020 17:27	16/10/2019	Vulnerable people	Other	Within six months chief constables should ensure that forces record stalking or harassment crimes if appropriate when victims report breaches of orders.  Within six months the National Police Chiefs' Council (NPCC) lead and the CPS lead should consider whether they can do more to inform police officers and lawyers of the importance of treating breaches of orders as evidence of a wider pattern of offending, and when and in what circumstances officers and lawyers should treat this as further evidence of stalking or harassment.	Internal comms work has been delivered to the workforce outlining expectations and encouraging use of civil orders and subsequent breaches.  HMIC Update To be reviewed for closure	

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12054	Suffolk Police	AFI	Open	ACC Robert Jones	Suffolk Constabulary Crime Data Integrity inspection 2019 - AFI 3	FLL - Darren Alderson	28/01/2020	06/02/2020 10:08	No end date	Data, Integrity	Rolling Programme - Crime Data Integrity		The force should immediately make sure that it: Improves how it collects diversity information from crime victims and uses this to inform its compliance with its equality duty.	<b>October 2020</b> This is a very DQ area for the Data Quality Boards to explore how to improve compliance, as part of our commitment to diversity, equality and inclusion. There are technical barriers to overcome: Improvement of data collection via Athena is limited by the functionality of the system. This is matter of ongoing discussion and concern with all forces but we are confident the Storm solution will improve it.	
12053	Suffolk Police	AFI	Open	ACC Robert Jones	Suffolk Constabulary Crime Data Integrity inspection 2019 - AFI 2	FLL - Darren Alderson	28/01/2020	06/02/2020 10:08	No end date	Data, Integrity	Rolling Programme - Crime Data Integrity		The force should immediately make sure that it: Records more crimes within 24 hours as required by the national crime recording standard;	October 2020 This is an area we have addressed under DCI and process improvement through CCR and CC with significant improvement in the last 6 month audit.	HMIC review for closure.
12052	Suffolk Police	AFI	Open	ACC Robert Jones	Suffolk Constabulary Crime Data Integrity inspection 2019 - AFI 1	FLL - Darren Alderson	28/01/2020	06/02/2020 10:08	No end date	Data, Integrity	Rolling Programme - Crime Data Integrity		The force should immediately make sure that it: Reviews its backlog of crime records waiting for validation, acts appropriately to deal with the backlog, and validates records promptly in the future;	October 2020 Remedial action was taken along with the increased capacity during Covid to clear the backlog Turn-around within IMU is now consistently within 24 hours.	HMIC review for closure.
10902	Suffolk Police	AFI	Open	ACC Robert Jones, DSU David Henderson	Cyber: Keep the light on - An inspection of the police response to cyber-dependent crime - AFI 1	FLL - Darren Alderson	24/10/2019	25/03/2020 17:28	No end date		National Thematic		Chief constables should evaluate the use that their force makes of cyber specials and volunteers to ensure that they are used effectively.	October 2020 Suffolk is committed to enhancing its activity with the use of Specials, Volunteers and students. The latter part of 2019 and this year to date has seen progress in many areas. Operation Evolve has conducted a review of the Citizens in policing strategy. We are launching a pilot of Mini Cadets in 6 schools, identified for being in deprived areas where we have challenges in promoting Trust and Confidence. - Continuing work with the National CSVC Scheme (Cyber, Specials and Volunteers Scheme) -this has seen the use of Specials from other Forces for particular work including Scripting and the development of proactive tactics to pursue offenders. - The Joint Cybercrime Team has recruited a 'Cyber Volunteer' who works closely with the team and is involved in Cyber Dependant Investigations. In May 2020, a further volunteer was interviewed and will assist with the Protect area of Cybercrime work. His main activity during COVID will be engagement and education relating to safeguarding and schools. - Four Special Constables in Suffolk have been selected to work alongside investigators based on having a particular skill set that would enhance the work. This has been put on hold due to COVID, however, plans to revisit this in the Autumn are in place. - Suffolk and Norfolk Constabularies have joined the NCSC (National Cyber Security Centre) 'Cyber First' Scheme. The commitment is to host a NCSC funded Bursary Student on a Summer Placement (postponed until further advice re COVID restrictions). - Interns have contributed enormously to this work, including reports on improving our Suffolk Police website, for example.	Awaiting the results of four Special Constables working alongside investigators.
10244	Suffolk Police	AFI	Open	ACC Robert Jones	PEEL: Police effectiveness, efficiency and legitimacy 2018/19 ? Suffolk Constabulary - AFI 17	FLL - Darren Alderson	27/09/2019	04/05/2020 14:22	No end date	Effectiveness, Efficiency, Legitimacy	Annual Assessment Report	Organisational Efficiency	The force should undertake appropriate activities to understand fully its workforce's capacity and capability in order to identify any gaps in meeting future requirements, put plans in place to address these, and carry these out.	<b>October 2020 The interim FMS has brought together Suffolk Police to understand capacity and capability, against current and future demand - especially in the light of Covid conditions. We also regularly review our resource against the 3 Year Plan and have a Local Policing Deployment Plan to look at our people, processes and priorities.</b>	HMIC review for closure.
10243	Suffolk Police	AFI	Open	ACC Robert Jones	PEEL: Police effectiveness, efficiency and legitimacy 2018/19 ? Suffolk Constabulary - AFI 16	FLL - Darren Alderson	27/09/2019	04/05/2020 14:20	No end date	Effectiveness, Efficiency, Legitimacy	Annual Assessment Report	Organisational Efficiency	The force should develop clearer longer-term plans which are shared with the workforce and take into account projected future demand, resourcing requirements and changing public expectations.	October 2020 Policing during COVID has changed the context for capacity and capability, creating an opportunity to catch up on some of the areas of policing we had challenges with – eg, outstanding suspects and 101 response, and to move into pro-activity. This reports into the 2025 team's Creating Capacity Board. The Op Evolve team is leading the organisation in identifying the opportunities to integrate changes in ways of working like agile working, using a reference group for an outside, creative perspective. This is alongside the L&D strategy to develop a CPD ethos and provide opportunities for leaders and our people. The Chief has launched Suffolk's three year plan, which the Op Evolve themes and individual PDR objectives will align with. We are currently exploring a partnership with Crest to develop this understanding further.	Awaiting update Op Evolve.
10242	Suffolk Police	AFI	Open	DCS Eamon Bridger	PEEL: Police effectiveness, efficiency and legitimacy 2018/19 ? Suffolk Constabulary - AFI 15	FLL - Darren Alderson	27/09/2019	04/05/2020 14:19	No end date	Effectiveness, Efficiency, Legitimacy	Annual Assessment Report	Protecting Vulnerable People, Responding to the Public	The force should review its processes for documenting threat, harm and risk on incident records to ensure that it is able to reassess these for incidents involving vulnerable people where police have been unable to attend, or attendance is delayed, to ensure that any changes to risk are identified and appropriate action is taken in a timely manner.	Update July 2020 – report still with DCC and awaiting direction. CCR review TOR is under construction and has this process within the design for review and proposals.  Update Nov 2020 – Report still with DCC awaiting direction. CCR review has commenced under TOR and will report back with recommendations by March 2021.	
10241	Suffolk Police	AFI	Open	DCS Eamon Bridger	PEEL: Police effectiveness, efficiency and legitimacy 2018/19 ? Suffolk Constabulary - AFI 14	FLL - Darren Alderson	27/09/2019	30/04/2020 13:51	No end date	Effectiveness, Efficiency, Legitimacy	Annual Assessment Report	Investigating Crime, Victim Service Assessment (including crime data integrity)	The force needs to take steps to better understand the data relating to its crime outcomes and puts actions in place to ensure that it is effectively pursuing justice on behalf of victims.	Update July 2020 – audit results are returned to themed delivery boards and force performance board to allow scrutiny and direct activity to develop deeper understanding of outcomes and make improvements. Would suggest that this is now complete.  Update Nov 2020 – Briefing around Investigation standards will be delivered to HMIC FLL in late Nov 2020. This will provide overview of progress made and understanding of current position with a view to completion of AFI.	
10240	Suffolk Police	AFI	Open	DCS Eamon Bridger	PEEL: Police effectiveness, efficiency and legitimacy 2018/19 ? Suffolk Constabulary - AFI 13	FLL - Darren Alderson	27/09/2019	04/05/2020 14:18	No end date	Effectiveness, Efficiency, Legitimacy	Annual Assessment Report	Investigating Crime	The force should ensure that regular and active supervision is put in place consistently and recorded appropriately to monitor the quality and progress of investigations, ensure that crimes are allocated appropriately throughout the course of an investigation and that workloads are manageable.	A comprehensive crime audit regime has been established (all details sent to HMICFRS as part of crime file review) with the OP Investigate development programme established to upskill all staff and supervisors operating at PIP level one. It would be beneficial for HMICFRS to receive a specific briefing on the OP Investigate programme and deliverables.  Update Nov 2020 – Briefing around Investigation standards will be delivered to HMIC FLL in late Nov 2020. This will provide overview of progress made and understanding of current position with a view to completion of AFI.	
10239	Suffolk Police	AFI	Open	DCS Eamon Bridger	PEEL: Police effectiveness, efficiency and legitimacy 2018/19 ? Suffolk Constabulary - AFI 12	FLL - Darren Alderson	27/09/2019	25/03/2020 17:37	No end date	Effectiveness, Efficiency, Legitimacy	Annual Assessment Report		The force should review its approach to the provision of training and development for undertaking and supervising investigations within its neighbourhood and response policing teams.	The OP Investigate development programme has been established to upskill all staff and supervisors operating at PIP Level 1. Further briefings will be delivered to HMICFRS on the programme and its deliverables  Update Nov 2020 – Briefing around Investigation standards will be delivered to HMIC FLL in late Nov 2020. This will provide overview of progress made and understanding of current position with a view to completion of AFI.	