

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 the HMICFRS as a result of recent inspections and publications.

RECOMMENDATION:

1. The Office of the Police and Crime Commissioner is asked to note the contents of this report.

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 meeting held with senior management to track progress of recommendations made through published reports and manage preparation for inspections.
- 1.2 The Suffolk HMICFRS team is led by the Head of the Performance Improvement Unit (PIU) and the Force Liaison Officer. Both roles sit within the Corporate Improvement and Innovation team, this structure enables the force to coordinate and liaise with HMICFRS on the organisation and planning of the inspections, data requests and the continuous improvement involved with HMICFRS related work.
- 1.3 Recommendations are recorded on a spreadsheet 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.

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 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. 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 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 (AFI)

- 3.1 This report provides an update on the outstanding recommendations for Suffolk Constabulary as identified by HMICFRS through their inspection activity. This paper focuses mainly on the HMICFRS reports published since the last APP report in November 2021. There are currently 67 open recommendations and 10 AFI's assigned to Suffolk Constabulary.
- 3.2 It should be noted that the majority of these recommendations are legacy recommendations that have been completed and submitted for closure by HMICFRS. HMICFRS have closed several recommendations and AFIs since this last publication.

4 NEW NATIONAL THEMATIC REPORTS

- 4.1 Below are the details of the national thematic reports published in the period since the previous APP report in November 2021. All the reports can be accessed from the title headings in this paper.

The HMICFRS A joint thematic inspection of the police and Crown Prosecution Service's response to rape Phase 2: Post-charge was published 25th February 22.

- 4.2 This was the second and final part of the HMICFRS and HM Crown Prosecution Service Inspectorate's joint inspection of the investigation and prosecution of rape in England and Wales.
- 4.3 Most recommendations from this report were for other agencies but there were three recommendations for police forces. The initial response to this paper was published on the OPCC website and can be found [here](#). These recommendations are ongoing as reported in the response and are in line with the recommendation deadline of 25th May 22.
- 4.4 This publication follows on from the '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'. This report contained eight recommendations for police forces which have been managed by the strategic lead and progress includes having now developed an internal Specialist Sexual Assault Investigators Development Programme (SSAIDP) course. The Victims Right to Review is now detailed in all of our Victim NFA letters and early advice submission rates are improving across all three areas and face to face meetings are now a regular occurrence.

A joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders

- 4.5 This report was published 17th November 21 and had four recommendations for the Constabulary. The initial response to this paper was published on the OPCC website and can be found [here](#).
- 4.6 The Constabulary continues the work required to fulfil the requirements set by HMICFRS in this area. In February 2022 a targeted review was undertaken by the Constabulary's crime auditors to evaluate the appropriateness of investigations closed with Outcome 10 and 12. Audit findings were passed to the force Investigation Improvement Board & Crime Data Integrity Board for corrective action to be considered. Crime auditors will schedule a further review of these outcomes again in line with thematic inspection requirements.

5 UPDATE ON PREVIOUSLY PUBLISHED NATIONAL THEMATIC REPORTS

- 5.1 This section will cover updates on recommendations and AFIs from publications in the previous reporting period that have significant updates, where recommendations have been addressed and submitted for closure or those that have had deadlines within the reporting period.

Police response to violence against women and girls - Final inspection report

- 5.2 This report was the follow up from the previously published 'Interim report - Inspection into how effectively the police engage with women and girls'. It was published 17th September 21 and the Constabulary's initial response to both reports can be accessed [here](#). This included three recommendations for police forces. Suffolk continues its progress against these recommendations and a summary update of progress is as follows.

- 5.3 Suffolk's violence against women and girls (VAWG) steering group was introduced in Suffolk in 2018 and a three-year strategic plan developed with associated action plan to oversee multi-agency activity within the county (2018-2021).
- 5.4 The VAWG steering group continues to provide strategic direction and has partner representation from Police, Community Safety, Adult and Children safeguarding, clinical commissioning groups, the multi-agency safeguarding hub, East of England ambulance service, Office of the Police & Crime Commissioner and housing.
- 5.5 The steering group has worked in partnership to produce a revised three year VAWG strategy (2022-2025) and accompanying action plan which is reflective of government publications, HMICFRS and NPCC recommendations. Our VAWG strategy was published by Suffolk County Council in February 2022.
- 5.6 Our current three year strategy and action plan have been developed following extensive partnership consultation not least stakeholder feedback provided by Suffolk's Violence and Abuse Partnership (SVAP) which is comprised of 150 plus individual organisations who have a personal or professional interest in VAWG. It's a collaboration that shares success, barriers, experiences and good practice.
- 5.7 In addition, the Constabulary operates a number of internal force governance boards to drive standards & continual improvements in our response to VAWG, key Rape & Serious Sexual Offences, Domestic Abuse Continuous improvement, Violence and Investigation Improvement Boards.
- 5.8 Suffolk Constabulary has a well-developed formal monthly crime audit process which involves mandatory Inspector audit of crimes. Results of these crime audits are collated and analysed to address service improvement requirements. These audits regularly feature crimes with outcomes 15 and 16 and will continue to ensure we have suitable scrutiny in this regard.
- 5.9 Furthermore, the force Performance Improvement Unit (PIU) is undertaking an in-depth review of domestic abuse crimes. This review heavily incorporates crimes with outcomes 15 & 16. The findings of this review will help inform improvement requirements which will be managed through our Investigations Improvement Board (IIB).
- 5.10 In addition to ongoing activity aimed at improving supervisory oversight of crimes, work has been commenced to identify and embed best practice in respect of using evidence led prosecutions.
- 5.11 The introduction of our 2025 Performance Improvement Unit is supporting the Constabularies drive towards achieving excellence in investigations and provides significant additionality to identifying and addressing areas for improvement.

Getting the balance right? An inspection of how effectively the police deal with protests

- 5.12 This national thematic report was published 11th March 21. It contained two recommendations and three AFIs for all police forces. The initial response published on the OPCC website can be found [here](#). These have been addressed by strategic lead for managing protests. The deadline for these recommendations was 31st December 2021. These have been addressed and submitted for closure with exception of one recommendation which is in hand and awaiting the final update.

- 5.13 An update on progress includes utilising Windows 365 as an effective tool to receive feedback from Silver Commanders in respect of Problem Orientated Policing events. This process has been forwarded to all commanders so that key lessons learnt are captured.
- 5.14 The Adopted format for Command de-briefs is the National Post Event Learning Review (NPELR) document. Commanders have been notified that completion and submission of the form should form part of the debriefing and review process for all operations.
- 5.15 A new peer review process under the governance of Chief Superintendent Joint Protective Services is looking at Command Logs and identifying lessons learnt. This will commence with Firearms Operations, but with the intention of expanding into POPS events.

6 SUPER COMPLAINTS

- 6.1 Below are the details of the Super Complaint publications released and/or updated in the reporting period since November 2021. As per the previously noted process of reporting the Constabulary's response to these recommendations it is not mandatory for police forces to implement these recommendations as published and therefore the Constabulary is not measured against these recommendations.

[A duty to protect Police use of protective measures in cases involving violence against women and girls](#)

- 6.2 This super complaint was published 28th August 2021. This super complaint detailed eight recommendations for police forces that required a response to the NPCC. These recommendations covered several aspects of policing, and a comprehensive response was provided to the NPCC in line with their request.
- 6.3 The Constabulary has launched a three-year continuous improvement plan (2021-2024) to enhance the response to domestic abuse crime. A key part of this continuous improvement plan is to develop a culture focused on prevention and protection, including improved awareness and use of preventative powers.
- 6.4 The NPCC have not yet published their summary of responses on this paper, this will be shared in the next report once published.

[The hidden victims: Report on Hestia's super-complaint on the police response to victims of modern slavery](#)

- 6.5 The report was published on 26th May 21. The initial response on behalf of the Chief Constable was published on the OPCC website and can be accessed [here](#) and submitted to the NPCC as requested.
- 6.6 The NPCC has now collated forces responses to this super complaint as per its procedure and has published its summary of findings. This can be accessed [here](#).

7 PEEL INSPECTION UPDATE

- 7.1 Suffolk Constabulary has now completed all the data and document requests for the HMICFRS PEEL (police effectiveness, efficiency and legitimacy) Inspection. HMICFRS have completed their in-force fieldwork and are expecting the final report to be published Summer 22.

- 7.2 Suffolk was part of the pilot scheme for the new PEEL process and as such have been involved over a longer time period than other forces. This process has been managed by the 2025 Corporate Improvement and Innovation Team, alongside the Performance Improvement Unit. Suffolk will be measured against a 12 question set and will be graded as outstanding, good, adequate, requires improvement and inadequate in each of these areas. Other forces reports have already been published and some of which have been graded against a smaller question set due to changes in the PEEL process since Suffolk's inspection began.