

**ORIGINATOR: CHIEF CONSTABLE**

**PAPER NO: AP23/53**

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL – 17 NOVEMBER 2023**

**SUBJECT: HIS MAJESTY’S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) POLICE EFFECTIVENESS, EFFICIENCY AND LEGITIMACY (PEEL) 2023-25– AN INSPECTION OF SUFFOLK CONSTABULARY**

**SUMMARY:**

1. In October 2023, HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published its report following its inspection of Suffolk Constabulary as part of the Police Effectiveness, Efficiency and Legitimacy (PEEL) programme.
2. This report provides:
  - an overview of the HM Inspector’s observations;
  - an overview of the judgements;
  - details of ‘good/innovative practice’ and ‘areas for improvement’.

**RECOMMENDATION:**

1. The Police and Crime Commissioner (PCC) is asked to consider the progress made by the Constabulary and raise issues with Chief Constable as appropriate to the PCC’s role in holding the Chief Constable to account.

## DETAIL OF THE SUBMISSION

### 1. OVERVIEW OF HM INSPECTOR'S OBSERVATIONS

- 1.1 HMICFRS conducted the latest PEEL Inspection of Suffolk Constabulary during Spring 2023. The report was published on 4<sup>th</sup> October 2023.
- 1.2 The full report can be found at [PEEL 2023–25: An inspection of Suffolk Constabulary - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectors.gov.uk\)](https://www.justiceinspectors.gov.uk/peel-2023-25-an-inspection-of-suffolk-constabulary-his-majesty-s-inspectorate-of-constabulary-and-fire-rescue-services)
- 1.3 HMICFRS is pleased with some aspects of the performance of Suffolk Constabulary in keeping people safe, reducing crime and providing victims with an effective service.
- 1.4 HMICFRS recognised significant efforts from the constabulary to review and improve investigative standards which has led to improvements in its ability to achieve well-supervised, better-quality investigations.
- 1.5 HMICFRS acknowledged that Suffolk Constabulary remains one of the lowest funded forces in the country.
- 1.6 HMICFRS inspectors identified the following as areas where the force needs to improve, as below:
- Improving how well the force responds to the public answering 999s and 101s
  - Ensuring the force has effective processes in place to protect vulnerable people, and;
  - Developing robust performance frameworks which mean improvements can be supported by effective processes and a thorough understanding of data.

### 2. HMICFRS JUDGEMENTS

- 2.1 HMICFRS assessed Suffolk Constabulary in 10 areas of policing, and made graded judgements in 9 of these 10 as follows:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Preventing crime	Investigating crime	Protecting vulnerable people	Responding to the public
	Recording data about crime	Developing a positive workplace	Managing offenders	
	Police powers and public treatment	Leadership and force management		

- 2.2 HMICFRS have indicated that it is not possible to make direct comparisons between the grades awarded in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because they have increased their focus on making sure forces are achieving appropriate outcomes for the public, and in some cases they have changed the aspects of policing they inspect.
- 2.3 HMICFRS issued a total of 14 Areas for Improvement (AFIs), 1 Cause for Concern and 1 Innovative Practice under the above grading areas.

### 3. CONSTABULARY PLANS

- 3.1 Due to the timing of the latest PEEL report with the final version only being published 4<sup>th</sup> October 2023, the Constabulary is in the process of reviewing the findings in the report and allocating AFIs to the appropriate force lead.
- 3.2 This is being managed through a Bronze coordination group. All AFIs and recommendations are being allocated to department heads and commanders as owners, then assigned to specific area leads to progress. Initial responses are being gathered from leads and progress against each will be monitored through the Bronze group. Updates will periodically be provided to the HMICFRS monitoring portal and will be updated to the OPCC in future APP reports.
- 3.3 Suffolk Constabulary accept all the AFIs and recommendations made in the PEEL report. Being wide ranging in scope it can take time to fully consider and identify plans for addressing the areas for improvement and recommendations highlighted in the report. Therefore, whilst it will provide an update on current process and next steps, not all AFIs and recommendations in the next section will include detail as to specific plans.
- 3.4 Suffolk Constabulary anticipate providing an initial response to all AFIs and recommendations to the Suffolk Police and Crime Commissioner in November 2023.

### 4. AREAS FOR IMPROVEMENT AND GOOD/INNOVATIVE PRACTICE

- 4.1. This section takes each PEEL judgement category in turn and outlines HMICFRS statements, around areas for improvement and good/innovative practice.

#### 4.2. CRIME DATA INTEGRITY

- 4.2.1. HMICFRS graded the Constabulary as good at recording crime.

#### 4.2.2. Areas for Improvement

The HMICFRS report stated the following:

#### ***The constabulary needs to improve the time it takes to record crimes***

*In January 2020, we published our Crime Data Integrity report for Suffolk Constabulary, in which we found that just under 3 quarters of crimes were recorded within 24 hours. We said that this was an area for improvement and that the constabulary should immediately make sure that it records more crimes within 24 hours, as the national crime recording standard requires. The constabulary has made little improvement and is still recording about 3 quarters of crimes within 24 hours. For rape crimes in 2020 we found that just under 9 out of 10 were recorded within 24 hours; in 2023 this had dropped to just over 8 out of 10 crimes recorded within 24 hours. Recording crime without delay helps make sure that victims receive the support they require, as well as establishing an effective investigation.*

#### ***The constabulary needs to improve how it records crime when antisocial behaviour personal is reported***

*The constabulary is failing to record enough crimes and tackle problems when antisocial behaviour is reported by victims. We examined 50 incidents. Of these, 18 crimes should have*

*been recorded and 12 were actually recorded. Victims of antisocial behaviour are often subjected to abuse for substantial periods of time, and crime is often committed by their neighbours. Failing to record crimes and provide an effective service to tackle antisocial behaviour can mean victims live in fear in their own homes while being subjected to long-term abuse by people living next door or in the local community.*

***The constabulary needs to improve how it records equality data***

*The constabulary's data for victims of crime shows that age and gender are well recorded, ethnicity is less well recorded and other protected characteristics aren't well recorded. The constabulary should be collecting this information to understand the extent to which each protected group is affected by crime, how this differs from those without the protected characteristics, and whether a different approach is needed for these victims.*

4.2.3. Force Response

Suffolk Constabulary accepts these AFIs which will be allocated to the Head of Crime, Safeguarding and Incident Management to progress. An initial response to the PCC will be provided in November 2023.

4.3. **POLICE POWERS AND TREATING THE PUBLIC FAIRLY AND RESPECTFULLY**

HMICFRS assessed the Constabulary as good at using police powers and treating people fairly. The report contained many positive comments about ongoing work and there were no formal 'areas for improvement'. However, the Constabulary will consider their observations with the aim to continuously improve.

4.4. **PREVENTING AND DETERRING CRIME AND ANTISOCIAL BEHAVIOUR, AND REDUCING VULNERABILITY**

4.4.1. HMICFRS assessed the Constabulary as good at prevention and deterrence. The report contained many positive comments about ongoing work and there were no formal 'areas for improvement'. However, the Constabulary will consider their observations with the aim to continuously improve.

4.5. **RESPONDING TO THE PUBLIC**

4.5.1. HMICFRS assessed the Constabulary as inadequate at responding to the public.

4.5.2. Cause for concern

The HMICFRS report stated the following:

***The constabulary needs to improve the time it takes to answer emergency and non-emergency calls***

*There are capacity and capability issues within the CCR while new staff are trained. The constabulary has experienced recruitment difficulties but is hopeful that all vacancies will be filled and new staff trained by the autumn. However, should it meet its recruitment target, the current CCR isn't big enough to accommodate all staff. The constabulary should have been aware of and considered the capacity of the room when plans were first made to recruit more staff. It has been slow to look for alternative arrangements to resolve this issue.*

*The constabulary needs to improve the time it takes to answer emergency calls for service. In the year ending 31 March 2023, Suffolk Constabulary answered 76.6 percent of its 999 calls within 10 seconds. This was lower than the standard expected of forces in England and Wales of answering 90 percent of 999 calls within 10 seconds. Failing to answer calls quickly enough can mean losing both public confidence and investigative opportunities.*

*The constabulary non-emergency abandonment rate is high. This was an area for improvement when the constabulary was last inspected. At that time, chief officers had devised a plan to help reduce the high number of people abandoning calls. Through raising the precept, the police and crime commissioner provided funding to improve performance in the CCR. Despite this, during our recent inspection we found that performance had declined. In the year ending 31 March 2023, the constabulary told us that 36.9 percent of calls to its non-emergency 101 facility were abandoned. This abandonment rate is higher than the standard of 5 percent for forces with a switchboard. Last time we reported, the rate was 32 percent. Higher abandonment rates were reported for calls made overnight. This means that the public still isn't able to easily contact the constabulary, which may leave people at risk. The constabulary continues to fail to provide the public with a good enough service. It should have acted with more urgency to reduce its abandonment rate.*

*In the year ending 31 March 2023, Suffolk received 152 emergency 999 calls per 1,000 population. This was comparable to other forces in England and Wales.*

*In the year ending 30 September 2022, Suffolk received 317 non-emergency 101 calls per 1,000 population. This is slightly higher than other forces in England and Wales.*

*We note that the constabulary has recently done some work to try to understand its 101 abandonment rate. It has collated data to find whether those who report online have previously called 101. It also thinks that higher-risk areas may have lower abandonment rates. Further analytical work is required to make sure that the constabulary fully understands its data and to make sure risk is being managed effectively.*

*The constabulary is aware that it needs to make improvements in the CCR and has a CCR transformation programme in place. It has recognised areas of most concern and embarked on a programme of improvement. Audit processes in the CCR have improved, and the constabulary now completes monthly audits. But unfortunately this hasn't yet led to improvements in performance.*

#### 4.5.3. Recommendations

The HMICFRS report stated the following:

*Within three months, Suffolk Constabulary should:*

- *improve the ability of the constabulary to answer phone calls from the public and have sufficient staff with the appropriate skills and experience working within the command and control room (CCR).*

*Within six months, Suffolk Constabulary should:*

- *make sure it can answer a greater proportion of emergency calls more quickly to provide a better service for the public; and*
- *make sure it can answer a greater proportion of non-emergency 101 calls so that caller abandonment levels are reduced and kept as low as possible.*

#### 4.5.4. Force Response

Suffolk Constabulary accepts the cause for concern and related recommendations. These have been assigned to the Chief Superintendent for Crime, Safeguarding and Incident Management (CSIM) for progressing.

Suffolk Constabulary is part way through a multi-year transformation and improvement programme in the command and control room (CCR). The programme's aim is to improve workflow and staffing to ensure that every contact, crime or incident is managed as effectively and efficiently as possible, with the best outcome achieved.

The programme was split into three phases as follows:

- Phase 1: Uplift of call operators and change of shift pattern in the Central Call Answering (CCA) team (switchboard) and training with focus on resolution of 101 calls at first point of contact
- Phase 2: Uplift of call operators and change of shift pattern in the CCR to maximise resources at peak demand times; additional Sergeant supervision and growth of CCR Systems Support Team
- Phase 3: Introduction of Right Care Right Person (RCRP), Domestic Abuse Video Response (DAVR) and establishment of Digital Contact Desk.

As of October 2023, phases 1 and 2 have now been implemented. Shift changes and staff uplift in the CCR were considered a key part to realising performance benefits and it was recognised that, as a result of consultation and recruitment, many of these benefits would not be realised until Summer 2023.

The CCR's new shift pattern is now embedded and is running at optimum strength. Following the implementation of these changes, Suffolk Constabulary has consistently recorded a monthly decline in its 101 abandonment rate since June 2023 (for calls into Control Room Operators) – falling 15.5 percentage points in this 5-month period to 24% in October. The force's 999 service level (the percentage of calls answered within 10 seconds) has also seen monthly improvements, increasing by 17.5 percentage points since June 2023 to 89% in October 2023. This is just below the standard expected from forces in England and Wales to answer 90% of 999 calls within 10 seconds.

To maintain performance and ensure resilience, audits are used continually to monitor policies such as THRIVE. Training has been enhanced and a wellbeing plan has been created alongside the introduction of Wellbeing Champions. Recruitment continues and there is a planned induction of 15-20 additional CCR staff in March 2024 to maintain staffing levels.

Work is ongoing to further the service delivery in the CCR with the implementation of RCRP, DAVR and the Digital Contact Desk. The first phase of RCRP went live at the start of October 2023, with further phases expected to be implemented during the first half of 2024. DAVR has been piloted and evaluated, with recruitment for the permanent team in process and recruitment has commenced on Digital Desk posts, planned for implementation in March 2024. Phase 3 of the CCR transformation programme will be monitored for performance and evaluated throughout its implementation.

#### 4.6. **INVESTIGATING CRIME**

4.6.1. HMICFRS assessed the Constabulary as adequate at investigating crime.

#### 4.6.2. Areas for Improvement

The HMICRS report stated the following:

##### ***Suffolk Constabulary doesn't consistently achieve appropriate outcomes for victims***

*The constabulary isn't always achieving acceptable outcomes for victims of crime. It has low numbers of crimes that are solved following investigations. It needs to understand the issue and work to achieve better outcomes for victims.*

*The constabulary's charge rate for victim-based crime has declined and is far too low. In the year ending 31 December 2022, 6.6 percent of victim-based crimes were assigned a 'charged/summonsed' (outcome 1) by Suffolk Constabulary. This was a decrease from 15.6 percent in the year ending 31 March 2015.*

*In the year ending 31 December 2022, Suffolk Constabulary recorded 43,522 victim-based crimes. Of these recorded offences, 10.4 percent were assigned an 'offences brought to justice' outcome. This was within the normal range compared to other forces in England and Wales. More specifically, 6.6 percent were assigned a 'charge/summonsed' outcome.*

*In the year ending 31 December 2022, the proportion of victim-based crimes assigned outcome 15: 'Evidential difficulties: suspect identified; victim supports further action' by Suffolk Constabulary, was 16.3 percent. This is a decrease from the previous year, when it was 19.7 percent, but is higher than expected compared with other forces in England and Wales.*

*We found the constabulary carried out audits and scrutinised disposal outcomes. However, more needs to be done to make sure that leaders can be confident they understand what drives some outcomes, whether the outcomes are appropriate and what improvements might be needed to give victims the justice they deserve.*

##### ***The constabulary should make sure that a victim contract is completed where appropriate***

*We found that 40 of 50 victim contracts were completed in the cases reviewed by us. This means that some victims weren't provided with timely information about the investigation and prosecution. Police officers and staff should positively involve victims at key decision points in the investigation, update the victim about the decisions and where applicable, explain them to them.*

#### 4.6.3. Force Response

Suffolk Constabulary accepts these AFIs which will be allocated to the Head of Crime, Safeguarding and Incident Management to progress. An initial response to the PCC will be provided in November 2023.

#### 4.7. **PROTECTING VULNERABLE PEOPLE**

4.7.1. HMICFRS assessed the Constabulary as requires improvement at protecting vulnerable people.

#### 4.7.2. Areas for improvement

The HMICFRS report stated the following:

***The constabulary should make sure that there are processes in place to monitor protective orders and make sure that breaches are prioritised to safeguard the victim***

*The constabulary has focused on making sure officers have a good understanding of protective orders. It has brought in subject matter experts to provide training. As a result, it has seen improvements in the use of protective orders. However, the constabulary doesn't monitor breaches of protective orders. This may reduce the impact of orders or fail to prevent reoffending.*

***The constabulary needs to make sure that it has secondary review processes for all appropriate domestic abuse incidents. It should develop a performance framework that shows risk levels, and that harm reduction activity is in place for all cases***

*Previously the domestic abuse team, located within the multi-agency safeguarding hub, carried out the secondary risk assessments to make sure the correct grading of domestic abuse cases: high, medium or standard, was given. This process was to make sure victims were referred to the right partners, such as social services, and safeguarding actions were in line with the risk levels identified. In October 2022, the constabulary introduced a new process. This removed secondary specialist risk assessment from the domestic abuse team. The constabulary introduced a new domestic abuse research document for attending officers and a secondary risk process by sergeants for medium and high-risk cases. There is currently no secondary risk assessment in place for standard risk.*

*Both frontline officers and supervisors have been given training in relation to the new process, including the use of domestic abuse risk assessment and completion and review of the new research document. During our inspection we identified that officer compliance with this process was inconsistent. This can lead to delays in vulnerable adults and children being signposted or referred to the relevant partners at the first opportunity. The new process lacked audit and scrutiny processes to make sure the risk to vulnerable people and children was being managed appropriately.*

#### 4.7.3. Force Response

Suffolk Constabulary accepts these AFIs which will be allocated to the Head of Crime, Safeguarding and Incident Management to progress. An initial response to the PCC will be provided in November 2023.

#### 4.8. **MANAGING OFFENDERS AND SUSPECTS**

4.8.1. HMICFRS assessed the Constabulary as requires improvement at managing offenders and suspects.

#### 4.8.2. Areas for Improvement

The HMICFRS report stated the following:

***The constabulary should prioritise the use of warrants and arrest as enforcement methods that provide greater opportunities for victim safeguarding and the prevention of further offending***

*We found the constabulary used consent searches and voluntary attendance when warrants and arrest powers would have been more appropriate in the internet child abuse investigation team. We found cases where suspects were invited for voluntary interview when children were present in the house and safeguarding should have been considered. When officers*



*proactively use arrest and bail, this allows the constabulary to impose police bail conditions as safeguarding measures to protect the public. Relying on consent to search and voluntary attendance can result in evidential opportunities or safeguarding opportunities being missed. The constabulary needs to assure itself that it is securing the relevant devices and capturing all the evidence of an offence.*

*The constabulary told us that one reason for the use of voluntary attendance/searches is the delay in obtaining a warrant by the court. Senior officers told us that they were unaware of difficulties obtaining warrants, therefore no discussions had been held on a strategic level locally with the courts to try to resolve this.*

***The internet child abuse investigation team should make sure that any backlog of work is subject to an intelligence refresh process. This should be conducted at a frequency that is sufficient to determine if there has been any change in risk level during the intervening period prior to enforcement action***

*As part of our case file review, we didn't find any evidence that confirmed that intelligence checks had been refreshed by the internet child abuse investigation team when there was a delay in enforcement activity. This is required in order to establish whether there is an increase or decrease in risk to the suspect, victim or any other person at risk. It will also highlight the need for more timely enforcement action.*

***The constabulary should develop a consistent performance framework that helps it to understand the context of its backlogs in active risk management system (ARMS) risk assessments, risk management plans and supervisory reviews. This means understanding a breakdown of risk and how far outside nationally set timescales the work is***

*The constabulary's performance reporting and data collection within its management of sexual offenders and violent offender's department needs improvement. The constabulary is unable to easily identify or supply details of backlogs of work in management of sexual offenders and violent offenders. As each individual officer self-regulates their work, a manager who needs information about the backlogs has to search manually through systems. We found evidence of managers doing this in only one of three teams.*

*Monthly meetings are held with senior leaders to discuss general overview of performance, and data is provided at bi-monthly performance meetings. Despite this, there has been no attempt to tackle the overdue work, particularly the high-risk cases.*

*The constabulary told us that in January 2023 there were 70 overdue visits to registered sex offenders. The oldest high-risk case was five months overdue. During this five-month period, the constabulary didn't carry out any other checks to make sure the registered sex offender was complying with their conditions. This could be rectified by adopting a better process to monitor these areas.*

#### 4.8.3. Force Response

Suffolk Constabulary accepts these AFIs which will be allocated to the Head of Crime, Safeguarding and Incident Management to progress. An initial response to the PCC will be provided in November 2023.

#### 4.9. **DISRUPTING SERIOUS ORGANISED CRIME**

4.9.1. HMICFRS no longer inspect serious and organised crime (SOC) at an individual force level, as this is now assessed on a regional basis. Each force works with regional organised crime units

(ROCU) to tackle SOC. These units lead the regional response to SOC by providing access to specialist resources and assets to disrupt organised crime groups that pose the highest harm.

4.9.2. Through HMICFS' SOC inspections, they seek to understand how well forces and ROCUs work in partnership. As a result, they now inspect ROCUs and their forces together and report on regional performance. Forces and ROCUs are not graded and reported on in regional SOC reports.

4.9.3. HMICFRS last inspected how well Suffolk Constabulary manages SOC in August 2022, when they found the Constabulary was good.

#### 4.10. **BUILDING, SUPPORTING AND PROTECTING THE WORKFORCE**

4.10.1. HMICFRS assessed the Constabulary as adequate at building and developing its workforce.

##### 4.10.2. Areas for Improvement

The HMICFRS report stated the following:

***The constabulary could do more to demonstrate that it is using the data and learning available to inform action, producing clear, focused and evidence-based strategies and action plans and making sure progress is frequently monitored***

*We found that there was generally effective governance and data sharing in relation to areas such as well-being, for example, the people board and the comprehensive data pack submitted to their meeting. However, the constabulary hasn't demonstrated how it is using the information to identify patterns and trends and to make decisions to create improvements in these areas. The constabulary could do more to demonstrate that it is using the information to learn and to inform actions. It would benefit from more focused strategies and action plans in this area. These could be in relation to the progression of underrepresented groups, and both an inclusivity and a retention plan for new recruits. Action plans should be clear, focused and evidence-based. Progress on actions should be frequently reviewed and updated.*

***The constabulary should quickly implement the findings of its review of occupational health unit services, in order that the benefits offered both to the workforce and the organisation can be accelerated***

*There is some support available to those in specialist roles. For example, the multi-agency safeguarding hubs team receives clinical supervision. The safeguarding investigation unit receives psychological screening surveys, which are mandated and assessed by occupational health services. And there is mandatory counselling for those working in the internet child abuse investigation team and management of sexual offenders and violent offenders. However, there needs to be consistent support for all those working in roles that pose a high risk to their well-being. The constabulary has identified all those in specialist roles and it is developing a specialist roles policy in order to provide additional support to those people. Its prompt implementation will make sure the benefits to both the workforce and the organisation are obtained quickly.*

*The constabulary is currently carrying out a review of its occupational health service. It is a joint service between Suffolk and Norfolk. Officers told us that they have experienced delays in access to the service, but force data is showing that timeliness has improved. The constabulary told us that for January to March 2023, there was a wait of approximately 12 days between referral and appointment. We were made aware of recruitment and retention issues in relation to professional and clinical staff. The prompt adoption of the findings of the*

review that is underway is expected to provide the needed improvements, to benefit both the workforce and the organisation.

#### 4.10.3. Force Response

Suffolk Constabulary accepts these AFIs which will be allocated to the Head of People Services to progress. An initial response to the PCC will be provided in November 2023.

#### 4.10.4. Innovative Practice

The HMICFRS report stated the following:

***The constabulary continues to support the families of new recruits to help them understand the issues of living with a police officer***

*The constabulary continues to support the families of new recruits to help them understand the issues of living with a police officer. It has built on the good practice highlighted in our last inspection report, where we found that families were invited to online evening sessions where issues of living with police officers were discussed. The constabulary has since extended this service to make sure families of new recruits feel well supported.*

*It has created a family well-being support pack for new starters, containing information on topics such as sleep and nutrition, how to support mental health, and top tips for living with a shift worker. This pack is given to all new police officers and staff. The constabulary has also produced a fun cartoon booklet, Red Robber Raid, to involve the young children of student officers and help them understand the work of the police.*

*The national police well-being service has acquired the permissions for the book to be part of their families workstream offering for all forces. The breadth of work carried out by the constabulary has also influenced the development of the national support tools available for forces around family support.*

### 4.11. LEADERSHIP AND FORCE MANAGEMENT

4.11.1. HMICFRS assessed the Constabulary as adequate at leadership and management.

#### 4.11.2. Areas for improvement

The HMICFRS report stated the following:

***The constabulary should assure itself that it has effective governance of its strategic plans. This will make sure that all force plans have clear ownership, and it is aware of how its plans are progressing***

*The constabulary needs to make sure that it has sufficient oversight of force plans so it can monitor their progress to make sure they are realised. This would also provide the constabulary with an awareness and clear understanding of any issues that arise so that appropriate action can be taken.*

*For example, during our 2020/21 inspection, we found the constabulary hadn't created a central database to record workforce skills and capabilities but was intending to develop its own bespoke skills database. Unfortunately, during our most recent inspection, we found that despite having a plan to create this database, the constabulary had made little progress and still doesn't fully understand the capability and capacity of its workforce.*

*Until recently the constabulary didn't have an ICT strategy and there was no governance structure in place to oversee its ICT requirement. Given the importance of digital, data and technology in providing an effective and efficient police service, a robust strategic governance structure would have identified and addressed this gap much earlier.*

***The constabulary has made some investments in information technology that have provided new digital processes to help reduce sources of internal demand. But there are a number of processes across the constabulary that remain inefficient***

*The constabulary isn't currently making the most of the technology it has available to help it increase productivity, and this is restricting progress. We were encouraged to see some use of digital solutions, such as Power BI, which can replace manual and time-consuming processes with a fully automated way to present data and management information. However, currently the constabulary lacks the capacity needed to fully develop this technology and benefit from the efficiencies it offers.*

*The constabulary should also seek other opportunities to automate existing manual processes. For example, robotics can replace some manual tasks that are repetitive and can be completed more efficiently using technology. This will help the constabulary increase productivity and workforce capacity and meet the demand challenges it faces.*

#### 4.12. Force Response

Suffolk Constabulary accepts these AFIs which will be allocated to the relevant Department Heads to progress. An initial response to the PCC will be provided in November 2023.

### 5. **CONTINUING TO IMPROVE AND PREPARING FOR THE NEXT PEEL ASSESSMENT**

- 5.1. On the whole this report reflects the hard work and commitment of the Constabulary and provides clear direction as to where focus should be given to ensure improvements are made. The Constabulary remains engaged with HMICFRS and continues to communicate around AFIs to ensure these can be delivered upon.
- 5.2. The Deputy Chief Constable chairs the Constabulary's HMICFRS Steering Group and work is already underway to ensure the Constabulary understands and is fully prepared for its next inspection under this new framework.
- 5.3. This HMICFRS Steering Group will continue to lead and co-ordinate activity across the Constabulary, to ensure that the Constabulary addresses the areas for improvement but also considers and responds to observations and comments in the report that present an opportunity to improve further.
- 5.4. The Constabulary will continue to report on the action taken and progress made to the Police and Crime Commissioner.

### 6. **FINANCIAL IMPLICATIONS**

- 6.1. There are no financial implications to note.

### 7. **OTHER IMPLICATIONS AND RISKS**

- 7.1. There are no other implications and risks to note.

## **8. CHIEF OFFICER CONCLUSION**

- 8.1. Overall, this was a positive report, but the comments reflect a national emphasis on raised expectations to improve the quality and outcome of investigations.
- 8.2. The comments on responding to the public largely reflect the Constabulary's own assessment of where further improvement needs to be made to meet growing demand. As well as investment the CCR Transformation, the new Operating Model and implementation of Right Care Right Person will help us achieve this. Technology and innovation like Single Online Home, Rapid Video Response and digital support will also develop our service and provide choice and control for the public.
- 8.3. We welcome the report and are confident of demonstrating clear progress at 3 months and 6 months as planned.