

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 April 2024).

RECOMMENDATION:

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

1 SUFFOLK CONSTABULARY STRATEGIC PROCESS AND GOVERNANCE OF HMICFRS

- 1.1 Strategic oversight of all HMICFRS related matters is managed by the Deputy Chief Constable via a monthly 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 Suffolk Delivery Unit (SDU; formerly Performance Improvement Unit) and the HMICFRS Force Liaison Officer. Both roles sit within the Futures Hub (formerly the 2025 Corporate Improvement & 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 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.
- 1.4 Recommendations and Areas for Improvement (AFIs) from force inspections (e.g. PEEL and National Children Protection Inspections) are monitored through a six-weekly Bronze coordination meeting chaired by the Chief Superintendent for Crime, Safeguarding and Incident Management (CSIM).

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, further information regarding super complaints can be found [here](#).

The recommendations provided in the super complaint reports are not mandatory for the Constabulary to follow. The Constabulary must report its stance on the recommendations to the National Police Chief's Council (NPCC) within six months of the published date. The NPCC collate responses from all police forces and publish an NPCC response to the super complaint.

3 RECOMMENDATIONS AND AREAS FOR IMPROVEMENT (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 report in October 2023. There are currently 61 open recommendations and 19 open AFIs being progressed within Suffolk Constabulary.
- 3.2 Additionally, a further 26 recommendations and 6 AFIs are ready to be submitted for closure to HMICFRS. This follows the process established by HMICFRS whereby forces can self-certify Level 2 and Level 3 recommendations and AFIs for closure by submitting a letter from the Chief Constable outlining the actions taken by the force to address. This is an ongoing process.

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

3.3.1 Recommendations: 61 open

- 43 in progress
- 18 in progress currently under review by HMICFRS¹
- 23 ready to be submitted for closure²

3.3.2 AFIs: 19 open

- 17 in progress
- 2 in progress currently under review by HMICFRS³
- 6 ready to be submitted for closure

4 NEW NATIONAL THEMATIC REPORTS

4.1 Following are the details of the two new national thematic reports published in the period since the previous report in October 2023 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 the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation](#)

This paper was published by HMICFRS on 8th December 2023 as a result of their latest National Thematic Inspection.

Suffolk Constabulary has provided a force response to the OPCC, which can be found [here](#).

This inspection examined how effective police forces and law enforcement bodies are at understanding and responding to group-based sexual exploitation. The report made a total of nine recommendations and one area for improvement aimed at supporting the work of a new child sexual exploitation task force established by the Government and lead to improvements into how the police response to and tackle group-based child sexual exploitation and abuse.

Four of these recommendations and the AFI were for police forces to respond to. These were assigned to the Chief Superintendent for Crime, Safeguarding and Incident Management (CSIM) to progress, and Suffolk Constabulary provided a response to the OPCC in January 2024. Progress against these is ongoing and is being monitored as part of the ongoing tracking process.

4.3 [An inspection of how well the police, the Crown Prosecution Service and the Probation Service support victims of crime](#)

This report was published 19th December 2023 following an inspection into how well the police, the CPS and the Probation Service support victims of crime.

¹ HMICFRS are currently reviewing Suffolk Constabulary's response to recommendations from the National Child Protection Inspection (NCPI) 2022 and the Inspection of vetting, misconduct and misogyny in the police service, these are both covered in more detail later in the report

² 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)

³ See footnote number 1

Suffolk Constabulary has provided a force response to the OPCC, which can be found [here](#).

The inspection aimed to assess how well the criminal justice system meets the needs of victims, from when a victim reports and offence to after the offender has been convicted. It was a joint inspection by HMICFRS, His Majesty's Crown Prosecution Service Inspectorate and His Majesty's Inspectorate of Probation. The inspection examined whether those bodies understand what victims needs, whether they meet those needs and whether they provide a good quality service.

In total, the report makes six recommendations, one of which was for police forces to respond to. This was assigned to the Chief Superintendent for Justice Services (Joint Norfolk and Suffolk) to progress, and Suffolk Constabulary provided a response to the OPCC in January 2024. Progress against this is ongoing and is being monitored as part of the ongoing tracking process.

5 UPDATES 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.

5.2 [An inspection of the police contribution to the prevention of homicide](#)

This report was published in August 2023 and included a total of three recommendations, two of which were for police forces to respond to. These recommendations are owned by the Chief Superintendent for Joint Protective Services in Suffolk and Norfolk and is being progressed by the Superintendent for the Joint Major Investigations Team.

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

Recommendation 2 of the report was for chief constables to devise an approach to make sure their force can, on a sufficiently frequent basis, produce an analytical report concerning its death investigations by August 2024.

Progress against this recommendation is ongoing and a plan has been enacted to update the forces' already regularly reported Homicide and near-miss Homicide problem profiles to include all death investigations to comply with this recommendation. Work has been completed to ensure that data processes are sufficient to capture all information for analytical purposes to be fed into future reports.

Recommendation 3 of the report was for chief constables to make sure their force can quickly identify lessons from homicides and serious violence incidents with a process that should be capable of involving partner organisations when appropriate, so that lessons can be learned more widely. The deadline for this recommendation was December 2023.

Progress against this recommendation is still ongoing. The constabularies have undertaken benchmarking and planning for the implementation of Homicide Prevention Debriefs, in line with NPCC guidance, is underway. The new process will be for all new Homicide investigations to be subject to a rapid debrief, which will result in a document to be shared with the relevant reduction boards.

A terms of reference is being completed for what should be considered a “near miss” or “serious violence” crime constituting a rapid debrief.

5.3 [An inspection of how effective police forces are in the deployment of firearms](#)

This report was published in July 2023 and included a total of 12 recommendations, eight of which were for police forces to respond to. These recommendations are owned by the Chief Superintendent for Joint Protective Services in Suffolk and Norfolk.

A copy of Suffolk Constabulary’s original response to the OPCC can be found [here](#).

Four of the eight recommendations have now been considered met and have been made ready for closure. Of the four outstanding recommendations, three have passed the deadlines set by HMICFRS, with updates outlined in the following section.

Recommendation 3 of the report states that by October 2023, all chief constables should make sure the armed response vehicle asset tracking equipment, as provided by County Terrorism Policing, is available and used in their forces and that relevant staff are trained in its use. Compliance with this recommendation has been delayed by the implementation of a new national Surveillance Situational Awareness System (SSAS) framework by the NPCC’s lead for Armed Policing. This is expected to be rolled out in the 2024/2025 financial year. In the meantime, Suffolk Constabulary has extended the contract with its existing supplier and training has been issued to ensure all relevant staff are suitable trained.

Recommendation 10 of the report states that with immediate effect, chief constables should improve senior officer oversight of their armouries, including an independent annual audit.

Compliance with this recommendation has been partially met with recent Independent Office for Police Conduct (IOPC) and College of Policing (CoP) inspections of the constabulary’s firearms training armoury finding it to have robust processes in place. Independent audits are conducted by a specialist business assurance provider, although these are currently not carried out annually. The force is awaiting the further direction from the CoPs revised armoury guidance on the independent annual audit requirement.

Recommendation 12 of the report states that with immediate effect, chief constables, through their armed policing governance structure, should make sure that all armed deployment records are stored and auditable.

Suffolk Constabulary currently collates and stores armed deployment records within the CoP-approved Chronicle system which is auditable. Work is currently being completed to review processes for the recording of non-deployments.

5.4 [PEEL Spotlight Report – Police Performance: Getting a grip](#)

This report was published in July 2023 and included a total of six recommendations, three of which were for police forces to respond to. These recommendations are owned by Suffolk and Norfolk’s Head of Joint People Services.

A copy of Suffolk Constabulary’s original response to the OPCC can be found [here](#).

All three recommendations were set a deadline by HMICFRS to be met by January 2024. Whilst all three are still being progressed, the following is an un update on this progress.

Recommendation 5 states that forces should review whether they have effective processes in place to reduce the risk of skilled personnel leaving the organisation.

To address this, Suffolk and Norfolk Constabularies have developed a joint retention strategy which has been signed off by its People Board, and which is supported by a tactical action plan focused on the capture and analysis of retention data, enabling listening conversations, and communication and training. Work is ongoing to develop existing exit interview processes. Recommendation 6 of the report states that forces should review their proactive well-being support for officers and staff in high-stress roles and situations, making sure it includes targeted support that goes beyond mandatory annual psychological screening.

To address this, Suffolk and Norfolk Constabularies have finalised the Workplace Health Safety and Wellbeing Delivery Plan to embed the proposed national Health and Wellbeing Strategy of 'Join Well, Train Well, Work Well, Live Well and Leave Well'. The force is developing plans to expand governance with a Health and Wellbeing Board and a number of activities to improve overall wellbeing of personnel have been completed and are planned. All eligible roles have been offered psychological screening for the 2024 period and a Trauma Tracker Working Group has been set up to embed a Microsoft-developed trauma tracker and support system.

Recommendation 11 of the report states that forces should review their force's performance frameworks and governance processes to reassure themselves that the force is a) collecting and analysing the right data to help it to understand and improve its performance; and b) integrating a culture of evaluation into performance and improvement activity at all levels.

To address this Suffolk and Norfolk Constabularies are continuing the development of live time Power BI dashboards to make performance and management information more accessible. People Services have also been making significant progress in the collection and analysis of people data following the establishment of the Workforce Planning and People Analytics function, focused on enhancing the availability, automation and collection of people data to feed into its governance boards. Under the umbrella of Suffolk Future's Hub, the Innovation and Improvement Team and Suffolk Delivery Unit are established to provide evaluation into performance and improvement activity.

5.5 [An inspection of how well the police tackle serious youth violence](#)

This report was published in March 2023 and included a total of four recommendations, two of which were for police forces to respond to. These recommendations are owned by the Chief Superintendent for Crime, Safeguarding and Incident Management (CSIM) in Suffolk Constabulary.

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

Recommendation 3 states that by March 2024, chief constables should make sure their officers are trained in the use of Home Office crime outcome 22, This been self-certified as met by the constabulary and, as such, has been made ready for closure.

Recommendation 4 states that by March 2024, chief constables should make sure that forces, through data collection and analysis, understand the levels of racial disproportionality in serious youth violence in their force areas. A terms of reference for a strategic profile on the 'Disproportionality in Serious Violence' has been set nationally and is currently being completed in Suffolk. Drafts of the profiles were circulated to business leads in March 2024 and are being quality assured before finalisation.

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

This report was published in November 2022. There were a total of 42 recommendations made, 28 of which were for police forces to respond to. These recommendations are owned by the joint Norfolk and Suffolk Superintendent for Professional Standards and progress is tracked in Suffolk Constabulary through a monthly steering group chaired by the Deputy Chief Constable.

The initial Constabulary response can be found [here](#). This report requires the Constabulary to risk assess each recommendation and report back to the National Police Chief's Council (NPCC) on a monthly basis.

Suffolk Constabulary has been following these requirements and regularly updating the NPCC on the risk assessments of individual recommendations and advising what actions have been taken.

In July 2023, the NPCC requested a final position statement on these recommendations to be submitted for review by HMICFRS prior to forces submitting for closure on the monitoring portal. HMICFRS are in the process of reviewing these final position statements in batches before recommending each for closure.

To date, Suffolk Constabulary has had a total of 11 recommendations certified by HMICFRS for closure, with 18 awaiting a decision.

6 **SUPER COMPLAINTS**

6.1 [Report on the Criminal Justice Alliance's super-complaint – Section 60 of the Criminal Justice and Public Order Act 1994 and independent community scrutiny of stop and search](#)

This report was published in December 2023 and included 10 recommendations, including seven for police forces to respond to. This included the publication of police responses on force websites within 56 days of the reports' publication.

These recommendations have been responded to and published on the force website. The response can be found [here](#).

7 **INSPECTIONS**

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

HMICFRS conducted the latest PEEL Inspection of Suffolk Constabulary during Spring 2023. The report was published on 4th October 2023.

HMICFRS assessed Suffolk Constabulary in 10 areas of policing and made judgements in nine of these 10. The report issued a total of 14 Areas for Improvement (AFIs), one Cause for Concern (which includes three recommendations) and one Innovative Practice.

An initial response was provided to the November 2023 APP Board and can be found [here](#).

In order to address and monitor progress against each of the recommendations and AFIs, Suffolk Constabulary manage a Bronze Coordination Meeting, chaired by the Chief Superintendent for Crime, Safeguarding and Incident Management (CSIM), and attended by assigned leads for each area of HMICFRS inspection.

All 10 of the AFIs currently remain open and ongoing. Once AFI owners consider their AFI to have been met a process is in place to ensure that appropriate evidence has been documented (which will include internal audits, where required). AFIs will then need to be signed off and approved by the Deputy Chief Constable through the HMICFRS Steering Group before being submitted for closure to HMICFRS.

In February 2024, Suffolk Constabulary were revisited by HMICFRS Inspectors to reinspect the Contact and Control Room (CCR) in light of the Cause for Concern issued for Responding to the Public. This Cause for Concern related to three recommendations to improve the force's non-emergency 101 abandonment rate, to answer a greater proportion of emergency calls more quickly and to 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 CCR.

As a result of this reinspection, HMICFRS were satisfied that all three of these recommendations had been met and have been submitted for closure. To date, this is still awaiting final confirmation, at which point Suffolk Constabulary anticipate the Cause for Concern being closed.

7.2 National Child Protection Inspection (NCPI)

The Suffolk Constabulary NCPI Inspection report was published in December 2022. The published report can be found [here](#). This report made 10 recommendations which were progressed through the Child Protection Delivery Board, chaired by the Head of the Crime, Safeguarding and Incident Management (CSIM) Command.

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 and can be found [here](#).

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

The four outstanding NCPI recommendations are being progressed and monitored through Suffolk Constabulary's Bronze Coordination Meeting alongside the PEEL AFIs (see above).

8 FINANCIAL IMPLICATIONS

8.1 None.

9 OTHER IMPLICATIONS AND RISKS

9.1 None.