

ACCOUNTABILITY AND PERFORMANCE PANEL

A meeting of the Accountability and Performance Panel was held at Police Headquarters Martlesham, and via Microsoft Teams at 09:30 on Friday 11 July 2025.

PRESENT:

Office of the Police and Crime Commissioner

Tim Passmore (Police and Crime Commissioner)
Darren Horsman (Chief Executive Officer)
Colette Batson (Chief Finance Officer)
Sandra Graffham (Head of Communications and Engagement)
Fraser Cooper (Head of Policy and Performance)
Kate Boswell (Executive Assistant to the PCC and Chief Executive)

Suffolk Constabulary

Rob Jones (Deputy Chief Constable)
Kenneth Kilpatrick (Assistant Chief Officer)
Alice Scott (Temporary Assistant Chief Constable)
Shawn Wakeling (Chief Inspector)
Ben Richards (Inspector)
Sally Hammerton (Superintendent – via teams)
Jon Chapman (Superintendent – via teams)

In attendance for the Public Agenda via Teams

Adele Cook (Police & Crime Panel Member)
Stephen Connelly (Police & Crime Panel Member)
Sarah Mansel (Police & Crime Panel Member)
Phanuel Mutumburi (ISCRE – for Use of Police Powers Report)

Apologies

Rachel Kearton (Chief Constable)
Eamonn Bridger (Assistant Chief Constable)
Julie Dean (Assistant Chief Constable)

PUBLIC AGENDA

1 Public Question Time

- 1.1 The Police and Crime Commissioner (PCC) welcomed everyone to the meeting.
- 1.2 The PCC advised that no public questions had been received in advance of the meeting.

2 Open minutes of the meeting held on 9 May 2025 (Paper AP25/27)

- 2.1 The minutes of the meeting held on 9 May 2025 were agreed as an accurate record and approved by the PCC.
- 2.2 The actions were noted as complete or in hand and were being followed up outside of the meeting.

3 Financial Monitoring (Paper AP25/28)

- 3.1 The PCC addressed the meeting with the following comments: Suffolk continues to do well performance wise regarding recorded crime, once again having the third lowest recorded crime per population for the whole of England and Wales. Considering the low level of resources received per person within Suffolk, this is an excellent performance, and everyone involved should be congratulated.
- 3.2 The PCC stated that he completely disagreed with the recent comments made by the Metropolitan Police Commissioner where they argued for the creation of larger Constabularies across the country, believing he should focus on his own force area before offering up comments on how other areas should be run.
- 3.3 The PCC also stated that the devolution White Paper was published yesterday, and we are now waiting to see how police governance will be affected by this. There is much uncertainty on what will happen, where we are going and how, with all police and crime commissions, irrespective of politics, requiring clarity. Yesterday, at the Association of Police and Crime Commissioner's General Meeting, the Policing Minister was pressed to provide details on what the police funding settlement will be. The need to address the additional demands being placed on policing and how these needs will be funded was also raised. On a positive note, the force has performed very well over the past year, and we are fortunate to live in one of the safest places in the county.
- 3.4 The Assistant Chief Officer (ACO) advised that there are two reports within the first paper the Revenue and Capital Monitoring as at 31 May 2025 followed by the Revenue and Capital Outturn 2024-2025. Addressing the Revenue and Capital Monitoring as at 31 May 2025, he highlighted that there is an underspend of just over £400K, which is being driven by expected income, lower property costs and employee costs, however this will be offset over the coming months in terms of capital, bringing us back in line with the forecast budget. This is an early forecast which will continue to be monitored.
- 3.5 The PCC requested that for future reports a brief resume be provided against the savings as referenced at point 4.1, to show how they are progressing, and to allow monitoring.
ACTION – ACO to provide a summary against the savings requirements for 2025/26 within the financial monitoring report.
- 3.6 The PCC asked what methodology is used to calculate the interest rates on income. The ACO confirmed the rate used is the Bank of England base rate.
- 3.7 The PCC asked if there has been an announcement about the pay award, and what rate has been budgeted for. The ACO advised that the government previously advised all public sector organisations to budget a minimum of 2.8% to accommodate the pay award.

Historically the rise has been higher, so the Constabulary budgeted 3.5%. At present we do not know what level the pay aware will be set at, and if any additional funding will be made available. The PCC commented that it is worth nothing that 80% of our costs are employment costs as we are a people-based organisation. The ACO added that there is also the incremental increase received by employees on the anniversary of joining the force, and additional costs in terms of pensions, national insurance etc.

- 3.8 The ACO advised that the second finance report is the Revenue and Capital Outturn for 2024/25. This is showing a total surplus of £3.6M, with the underspend being driven by reduced pay and property costs, and higher than expected income received from fees, investment returns and reimbursement costs. Other points to note on the revenue side, is that the ring-fenced Police Uplift Programme was fully claimed due to meeting the headcount targets, and the savings target of £1.33M was also achieved. On the capital side, the underspend has largely been driven by Estates and areas of joint working with Norfolk that will carry forward into 2025/26.
- 3.9 The PCC commented that if the officer headcount target of 1425 is not maintained, a fine of around £80K per officer is applied. He commented that he doesn't believe this is a positive system as this can distort employment practices.
- 3.10 The PCC noted that commissioning grants within the Office of the Police & Crime Commissioner (OPCC) are facing the additional burden of increased national insurances charges, and there has also been a cut to the Ministry of Justice (MOJ) funding of 4%.
- 3.11 The Chief Finance Officer (CFO) advised that the Annual Treasury Outturn Report for 2024/25 is included within this report.

4 Keeping Our Roads Safe (Paper AP25/29)

- 4.1 Superintendent Hammerton provided a brief overview of this report, advising that there has been a reduction in fatalities, but the data shows a disproportionate number of young drivers within the casualty figures. Work is ongoing to better engage and target young drivers, particularly around mobile phone use. The fatal four continue to be targeted along with additional community engagement, enforcement and work with community speed watch groups. This approach is having a positive impact.
- 4.2 The PCC asked what sort of activity is being undertaken with young drivers. Superintendent Hammerton advised that they are looking at the messaging used with younger people and the media campaigns to reach them. She also stated that they are looking at the activity that is undertaken during engagement events where younger people attend, whilst also working with schools and youth groups. The PCC asked if an update on this area of work could be presented at the next Road Safe Board.
ACTION – Superintendent Hammerton to provide an update at the next Road Safe Board around the areas of activity to help young drivers be safer on the roads.
- 4.3 The PCC asked how hotspot locations influence enforcement activity. Superintendent Hammerton replied that the hotspot data is reviewed alongside historic Killed and Serious Injured (KSI) data. This is then used to task the Roads and Armed Policing teams to work in those areas. Data is also shared with the speed enforcement vans, and the traffic justice unit to ensure the mobile police cameras are in the right areas.

4.4 The PCC asked what factors are contributing to the 18% increase of KSIs, and which roads is this occurring on. Superintendent Hammerton responded that the increase has mostly been seen on A-roads and within urban areas. Based on this data we are ensuring we have officers tasked in these location. She noted that the categories for KSI have been changed to “very serious”, “serious”, “moderate” and “less serious”, to ensure a rich picture of data for future enforcement.

4.5 The PCC queried the 208% increase in table 4.2 for fixed cameras in Suffolk. Superintendent Hammerton advised she would check these figures.
ACTION – Superintendent Hammerton to check the 208% increase figure for fixed cameras in Suffolk at 4.2 of the report and update the PCC.

4.6 The Head of Policy and Performance asked with 46% of dashcam footage submitted via Operation Snap resulting in no further action, is there guidance provided to the public on what is required prior to submitting. Superintendent Hammerton replied that she will check what is provided and confirm back to the OPCC. However, even for cases resulting in no further action the footage does provide a useful insight into the activity on Suffolk’s roads. The PCC asked if there could be a way to develop the guidance to assist the team managing the workload from the submissions.
ACTION - Superintendent Hammerton to check the guidance for the public submitting dashcam footage via Operation Snap, and to see if there is a way the guidelines could be developed to assist the team managing the submissions. Update to be provided to the PCC.

4.7 The PCC asked as referenced at point 11.2, what the Constabulary position is on the use of e-bikes travelling at speeds in excess of 15mph, will they be seized and destroyed? Superintendent Hammerton advised that it depends on the circumstances, and there is not a one size fits all answer. She added that the Constabulary continues to explore how this can be addressed, including the education of young drivers.

5 Improving Confidence and Satisfaction (Paper AP25/30)

5.1 T/ACC Scott noted that this report highlights how Suffolk continues to over perform compared to national averages, having ranked second nationally for the public feeling that “they are treated with respect”, and third for “the police would treat them fairly”. There has been an increase in domestic abuse satisfaction figures, from 89% to 90%. There have been 9,500 community engagement events held between January to May 2025, and Operation Spotlight, which secured £1M of funding from the Home Office, is resulting in a significant reduction in Antisocial Behaviour (ASB).

5.2 The PCC commented that feedback received at public meeting and engagement relating to the new community policing model continues to be positive.

5.3 The PCC asked at point 2.1, what could be done to improve the score of 46.3% for “percentage of the public who agree police deal with community priorities”. T/ACC Scott replied that if there were improvement in this area it would undoubtedly help increase trust and confidence. There is a large amount of work happening as part of the Neighbourhood Policing Guarantee (NPG) in this space, with additional training being developed. Work on how we communicate with communities around what they are telling us is important, and

how the force demonstrates the work that has been done in that space. There are a range of different types of engagement that could be expanded, especially with the community policing teams. There are new training materials coming from the College of Policing to support with the local policing guarantee and community teams, some of this will focus on how the police engage with the public and how we provide feedback. The Clear Hold Build initiative, now operating in 3 locations across Suffolk, has been exceptional for the force and is leading the way in terms of proactive activity and community feedback across a multi-agency partnership. Learnings from these 3 sites are being shared across all of the teams and the NPG, with templates being developed for the clear or build stage for use at stakeholder engagement meetings. Engagement from the PCCs office and communication has been excellent, and there are more opportunities to be explored. The DCC added that he believes these figures will improve once the additional NPG officers are in role.

5.4 The PCC asked over the next 2-3 years how do you see the NPG developing. T/ACC Scott responded that personally she feels Suffolk is in a brilliant position with NPG. Work commenced early on this initiative, bespoke training was built and delivered to the community police teams incorporating model activity, which effectively launched the NPG ahead of the government and other force areas. The Superintendent lead within Suffolk has been successful in securing a national secondment to deliver on NPG for the next 12-months, and Suffolk will continue to apply to be a pilot force for activities that come from this.

5.5 The PCC suggested that with the new NPG officers, the public would welcome an update on what is happening and what these officers will be doing. The DCC responded that planning should be completed by the end of the summer, and then who will be based where will be known. This will then provide visibility and make it easier to monitor what they are spending their time doing. The Head of Communications and Engagement added that a document showing where the extra officers are located, does provide build confidence with the public so people can see where they are going. She added that we are hoping to do the same for the NPG, as this has worked so well for the Community Policing Model.

5.6 The PCC asked at point 4.14 on page 10, what benefits will this development plan deliver. The DCC replied that Suffolk is a force with high standards and people expect well behaved and competent officers. As seen across policing nationally, there has to be consequences when people's behaviour falls short of this. Demand within the Professional Standards Department (PSD) has increased in over the past year. We would like to address this increase via the use of education, looking at what has gone wrong, what can be worked on and then prevented in the future.

6 Responding to Calls for Assistance (Paper AP25/31)

6.1 T/ACC Scott advised that Suffolk has significantly improved its emergency response and call handling performance, resulting in the force having the HMICFRS cause of concern removed. There has been a decrease in demand compared to the previous 12-months, alongside a significant reduction in call answering times. The introduction of the Single Online Home website and Live Chat are both factors in the reduction of call demand, and both call grading and response times are within the target times. Right Care Right Person (RCRP) has seen a reduction in inappropriate police response to mental health calls, which has resulted in over 500 officer hours saved a month.

6.2 The PCC noted that the summary page of this report does not make sense, and as it's a public document it should have been reviewed, however the reports content shows good work.

6.3 The Head of Policy and Performance asked about the variance of officer hours saved through RCRP, and if there is a reason for the differences. T/ACC Scott responded that it is early days, and the Constabulary will continue to track savings across the rest of the year and see how the figures fluctuate. She also added that partner services to support those in mental health crisis are becoming more established so people are getting better at knowing where to go.

6.4 The PCC asked if RCRP is now fully implemented. Chief Inspector Wakeling advised it was, and that a further update would be provided at the Health and Wellbeing Board in September 2025

6.5 The PCC asked what is "enhanced collaborative working" at point 4.3 referring to. T/ACC Scott responded that it is looking at more preventative and proactive engagement, so instead of responding to incidents when they are occurring, we are able to communicate with the public and send messages proactively to reduce the number of incoming calls we get Chief Inspector Wakeling added that they are working with the communications team to see what help and support can be provided.

6.6 The PCC asked if the 140 call handler numbers are being maintained. T/ACC Scott confirmed it is being maintained.

6.7 The PCC asked at point 9.1, what is being done to help reach marginal communities. The DCC responded that an innovative approach that started in Kent, looking at people and the circumstances where they suffer domestic abuse in silence. Alongside this academic research is showing that people from a minority background feel a greater sense of stigma with police cars turning up in their street, their families seeing what has happened, and further trepidation where English is their second language when communicating about emotional distress. This work is about giving the choice of a video response with a police officer and police staff there and increasing the confidence in these victims. In addition to this the Domestic Abuse Video Response (DAVR) team is among the forces most diverse teams. Additionally, the Police Race Action Plan (PRAP) scrutiny panel members have been looking at video response and offering their insight into communities who may not normally talk to the police.

ACTION – DCC Jones to provide a further update to the PCC on the DAVR work with hard-to-reach communities as referenced at 9.1.

7 Use of Police Powers (Paper AP25/32)

7.1 The PCC welcomed Phanuel Mutumburi from ISCRE to the meeting and invited him to make some brief comments on the Use of Police Powers Paper. Phanuel thanked the PCC for the opportunity to talk, and he commended the team and support ISCRE received from both the PCC's office and Suffolk Constabulary. The relationship with the police is the strongest it has ever been in terms of the trust and confidence with the way that we are working, we are seeing improvements with the information and data received, particularly around the use of force. There have been some issues with how officers perceive public scrutiny, so over the past few months ISCRE has been working closely with Superintendent Jon Chapman and

Inspector Liz Casey delivering training to officers on the importance of the role of public scrutiny.

7.2 He continued stating that regarding the use of force improvements have been seen in terms of the contents of forms written by officers, and the reasoning for why they do things. However, there are a number of areas of concern being raised on the behalf of members of the public. Within the reports there has been a consistent drop in disproportionality since 2001, particularly for people from black backgrounds, but the latest report shows an increase from 4.1 to 4.9, meaning if you are black in Suffolk, you are 4.9 times more likely to be stopped and searched. Then if you look at disproportionality, where handcuffs are used, the figure increased to 5.8 times more likely. So, the question from members of the public, is why after consistent drops is this increase now being seen.

7.3 Lastly, the figures for being black and under 18 show you are 6.3 times more likely to be stopped compared to white counterparts, which is a concern for young black people, therefore what is being done to address this.

7.4 The PCC invited the DCC to briefly comment on the paper and then respond to these questions.

7.5 The DCC advised that the set up in Suffolk for public scrutiny around police powers use is one of the best in the UK and has been recognised nationally by the Police Race Action Plan (PRAP) as being best practice. There is high quality data for Suffolk, which allows relevant questions, like those raised by Phanuel, to be asked. The force acknowledges that many black people, especially young men, feel over policed and under protected. There is a heavy focus on searches for offensive weapons with stop and search, which is based on young men choosing to carry weapons for their own protection and to make them feel safe. However, carrying a weapon makes them more dangerous. There are different socioeconomic issues across the county, with specific postcode gang related problems in some areas, which can disproportionately impact on young black men living within these areas. There is also the issue of foreign nationals where a higher number of people are black, with a large number being male and seeking asylum. Finally, we have to acknowledge the mindset of police officers, and that the training they receive may cause a disproportionate impact on how they perceive the threat of a young man, groups of young people, and the likelihood of them carrying weapons, which could lead to an unconscious bias. He invited Superintendent Chapman to comment.

7.6 Superintendent Chapman replied that understanding the disparity is difficult, and that the key to improvement is training, the feedback, and the process that is run to identify best practice. Training recently implemented across the Constabulary should help to energise this conversations with officers. Overall, there isn't one single answer, we have to keep working at the quality of the training, the quality of the review, and the quality of scrutiny to ensuring that the right process is in place.

7.7 The PCC asked how the Constabulary improves, develops and influences the training that is received by officers within this area, and is behavioural detection considered alongside the feedback received from the reference group. Superintendent Chapman responded that the two-day PPST training is scenario-based training that challenges officers and puts them under pressure. Additionally, there is a good input from ISCRE, the training has been shared and seen by Phanuel, who has been able to influence best practice, lived experience and

tools that the officers can use. Body Worn Video, whilst simple, is a very effective tool when training new officers as well as its use for refresher training.

7.8 The PCC asked what input the PRAP has had locally, and how have they been involved with the stop search scrutiny work. The DCC responded that scrutiny is one of four work streams the PRAP is looking at. That they provide new voices and insights offering a different perception of young black men and how disadvantage changes your whole life and attitude. This insight can be used to shape a student officer's understanding and perception of young black men, and to consider what other questions we should be asking. Suffolk has also been visited by the National Police Race Action Team, who fed back that Suffolk is trailblazing for the nation, and the Chair of the PRAP was invited to London to share best practice of the work being carried out in Suffolk.

7.9 Phanel, welcomed the commitment from the police to look at the disproportionality figures, and to see if this increase is a spike, however the public would want to ensure that this is not an upward trend that is starting after many years of decline. He added that ISCRE are creating a community space at its offices, called the Beyond Boundaries Community Hub, aimed at young people, community members and their families to help them to come and talk about their issues. The scrutiny panel meeting in September will be held here, and members of the public are invited to attend.

8 Workforce (Paper AP25/33)

8.1 The DCC highlighted that an incredibly important part of their work is attracting and retaining talented people within Suffolk, which he feels the force does well. Presently Suffolk has a younger workforce with greater gender diversity compared to previous years. He added that at the National Police Bravery Awards on 10 July, a Suffolk officer, PC Eva Palmer, was nominated for her work in confronting a knife wielding suspect. This occurred at a family music festival in Ipswich, during the summer of 2024. Aged 18 years old and with only 11 months service, she chased a suspect who had a large knife and detained him by herself. The PCC thanked the DCC for sharing this, and requested it be put on public record our gratitude for her work and bravery.

8.2 The DCC continued that overall, this is a positive report but there are two areas of concern. The increase in officer numbers, has resulted in a decrease in police staff numbers as funding has continued to be tight. If the officer number targets are maintained, as set by the government, this will have an impact as the Constabulary will have to continue to reduce staff numbers and won't be able to invest in technology to help it become more efficient. The Constabulary has been successful in increasing the number of female officers; however this success is not mirrored by similar success in its recruitment from black and minority backgrounds. However there has been an increase in applications from those from black and minority backgrounds, and the hope is that in six months' time this will be translated into people who are training and serving within the force.

8.3 The PCC asked how the information identified from the both the "stay and say" interviews and "exit" interviews is being used to improve attrition. The DCC responded that the reason for leaving is different for police staff and police officers. For officers it is the need for greater flexibility in their lives, and whilst we do provide flexible working the police fundamentally need people to be in certain places at certain times to serve the public. However, there is no longer a time limit for police officers to return to policing. For police

staff it tends to be about the opportunity for higher pay that is offered in other sectors. Occasionally it will be down to personal clashes with management, and in these instances, this will be addressed to see if a solution can be found. The PCC requested a summary of both the “stay and say” and “exit” interviews trends identified.

ACTION – DCC to provide the PCC with a summary of the “stay and say” and “exit” interviews to highlight the trends identified.

- 8.4 The PCC requested that the number of vacancies and number of agency staff being employed be included in the next Workforce Report.
ACTION – DCC Jones to include the number of vacancies and number of agency staff being employed in the next Workforce Report.
- 8.5 The PCC asked for the reinstatement of the headcount report, which provided the number for those that work in other areas such as ERSOU, those on secondment, those on career break etc, and for it to be sent to the OPCC.
ACTION – DCC Jones to reinstate the headcount report previously sent to the PCC, to include number of those that work in other areas such as ERSOU, those on secondment, those on career break etc.
- 8.6 The CFO asked why the Workforce Report and Improving Confidence and Satisfaction Report uses a different baseline figure for PSCOs. T/ACC Scott advised that the variance is around those that are fully funded by the Constabulary and those that are part funded by other areas, so they have been reported differently. The DCC added that there will shortly be some PSCO vacancies advertised.
- 8.7 PCC asked what is driving the 41% increase in Workplace Health appointments. The DCC responded that this is a huge priority for the force, and there is a growing recognition that challenges within policing are increasing, it is a tough job, and at times this has an impact. This reflects our capacity to deal with that and provide officers with the support they need. The PCC then asked if this would help to reduce sickness and absence. The DCC confirmed it would.
- 8.9 The PCC asked what has been learnt from the number of Performance and Development Reviews (PDR) completed. The DCC advised that the original IT package purchased to deliver PDRs was quite basic, and that with a better system it drives a better quality of conversation between an employee and their manager. The system has now received an upgrade which makes it more intuitive to use. Engagement rates for PDRs are good, and we continue to emphasize the regularity of conversations between line managers and staff, and having a more structured path for officers to see how their careers can progress within Suffolk Constabulary, whilst getting the best out of their current jobs. The Head of Policy and Performance requested the percentage of people with an open PDR be included within the next Workforce Report.
ACTION – DCC Jones to include the percentage of people with an open PDR in the next Workforce Report.
- 8.10 The PCC noted for the minutes, the results of the Internal Audit reports for HR will be discussed with the Chief Constable, and they will be taken forward to address the ratings received of “Limited Assurance”.

9 Any Other Business

9.1 The PCC thanked DCC Jones for his service, as this will be his last APP meeting prior to his retirement at the end of the summer.

The open part of the meeting closed at 11:22

PRIVATE AGENDA

[A detailed account of the discussions and decisions on the following items is contained in the confidential minutes]

10 Closed minutes of the meeting held on 9 May 2025 (Paper AP25/34)

10.1 The confidential minutes of the meeting held on 9 May 2025 were agreed as an accurate record and approved by the Police and Crime Commissioner.

11 Risk Register / Chief Officer Risk Report (Paper AP25/35)

11.1 Suffolk Constabulary provided an update on this report and invited questions.

12 Civil Claims and Employment Tribunals (Paper AP25/36)

12.1 Suffolk Constabulary provided an update on this report and invited questions.

The meeting closed at 11:32.

Summary of Actions

Item / Paper	Action	Owner
3.5 Financial Monitoring	ACO to provide a summary against the savings requirements for 2025/26 within the financial monitoring.	ACO
4.2 Keeping Our Roads Safe	Superintendent Hammerton to provide an update at the next Road Safe Board around the areas of activity to help young drivers be safer on the roads.	Superintendent Hammerton
4.5 Keeping Our Roads Safe	Superintendent Hammerton to check the 208% increase figure for fixed cameras in Suffolk at 4.2 of the report and update the PCC.	Superintendent Hammerton
4.6 Keeping Our Roads Safe	Superintendent Hammerton to check the guidance for the public submitting dashcam footage via Operation Snap, and to see if there is a way the guidelines could be developed to assist the team managing the submissions. Update to be provided to the PCC.	Superintendent Hammerton
6.7 Responding to Calls for Assistance	DCC Jones to provide a further update to the PCC on the DAVR work and hard to reach communities, as referenced at 9.1.	DCC Jones
8.3 Workforce	DCC Jones to provide the PCC with a summary of the "stay and say" and "exit" interviews to highlight the trends identified.	DCC Jones

8.4 Workforce	DCC Jones to include the number of vacancies and number of agency staff being employed in the next Workforce Report.	DCC Jones
8.5 Workforce	DCC Jones to reinstate the headcount report previously sent to the PCC, to include number of those that work in other areas such as ERSOU, those on secondment, those on career break etc.	DCC Jones
8.9 Workforce	DCC Jones to include the percentage of people with an open PDR in the next Workforce Report	DCC Jones