

## **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 21 November 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)  
Fraser Cooper (Head of Policy and Performance)  
Kate Boswell (Executive Assistant to the PCC and Chief Executive)  
Kate Fitzsimons (Policy and Performance Officer)

#### **Suffolk Constabulary**

Rachel Kearton (Chief Constable)  
Rob Jones (Deputy Chief Constable)  
Kenneth Kilpatrick (Assistant Chief Officer)  
Julie Dean (Assistant Chief Constable – via teams)  
Alice Scott (Assistant Chief Constable)

#### **In attendance for the Public Agenda via Teams**

Stephen Connelly (Police & Crime Panel Member)  
Adriana Stapleton (Police & Crime Panel Support Officer – via teams)

## **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 12 September 2025 (Paper AP25/44)**

- 2.1    The minutes of the meeting held on 12 September 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 AP25/45)**

- 3.1 The Assistant Chief Officer (ACO) advised that this is the half year financial monitoring report covering the period up to the end of September 2025. The Constabulary are forecasting a £3.3m underspend at the end of the financial year for revenue expenditure. The capital position is forecast to be on target. Section 3 sets out the causes of this underspend. He noted that recruitment and subsequent deployment is on target, so the Constabulary expects to receive both the neighbourhood policing grant, and the police uplift programme grant in full. The 2025/26 savings are also on track for the year.
- 3.2 The Chief Finance Officer (CFO) advised that the OPCC is forecasting a small underspend as at the end of September, which is due to vacancies within the team.
- 3.3 The PCC noted that the additional national insurance contributions show a shortfall, as we have not been fully compensated by central government for this increase. He added that these increases brought in by the government, alongside funding cuts, make it extremely difficult for charities to operate.
- 3.4 The PCC stated that, contrary to figures reported in the press, the Neighbourhood Policing Grant will enable 17 officers and 9 additional members of staff to be recruited. Assistant Chief Constable (ACC) Scott advised that we are on track to achieve this by the end of the financial year.
- 3.5 The PCC noted for public record, that a round table meeting to address the challenges facing firearm's licencing has been scheduled for January 2026.

**4 Supporting Children and Young People (Paper AP25/46)**

- 4.1 ACC Scott highlighted sustained improvements across all the key areas within this report, noting that demand on the multi-agency safeguarding hub (MASH) remains high. The police are consistently the largest source of child safeguarding referrals. The Constabulary is supporting a number of national reforms including the Families First Partnership and is exploring integrated models to improve outcomes for vulnerable children. Areas that are seeing rising demand, such as online child sexual abuse investigations and disclosure teams, are also maintaining strong performance, as we continue to invest in our capacity in these high harm areas. The way Norfolk and Suffolk handle juveniles within the custody setting has been recognised as national best practice.
- 4.2 The Policy and Performance Officer asked, at points 2.10-2.12, for clarification of what the additional resources are that have been secured to support timely disclosure and how confident ACC Scott is that these resources will resolve the matter. ACC Scott responded that presently all forces are tracking an increase in demand. The increased awareness, particularly with the violence against women and girls (VAWG) and the child sex offender disclosure scheme, means that more people are applying. A triage process is followed to ensure the high-risk cases are flagged at first point of contact. Due to the long-term increase in demand in this area we will continue to monitor it closely while using Power BI to help forecast future demand. If there is a surge in demand, this can then be managed. The volume of interactions, especially those concerned with harm and the disclosure scheme, are being looked at closely by partnership agencies.

4.3 The PCC asked how the National Police Chiefs' Council Charter work will help to support commissioning. ACC Scott responded that it is still quite early in the process. A gap analysis is currently being completed alongside partner agencies to look at how this area could be improved. Once this initial stage is complete, we can then look at what could be done differently. The Chief Constable added that this is a revision of the existing strategy, work that has been in place for years, with a goal to ensure consistent delivery across all police forces in England and Wales and remove the potential postcode lottery that some areas experience. This will be a good framework for Suffolk to link into.

4.4 The PCC asked if Suffolk has issues with grooming gangs, as per recent reports in the media. ACC Scott replied that this is a national issue and while the same type of incidents are not known to have happened in Suffolk there will be a number of local investigations into child exploitation ongoing at any time and it is important to be actively looking for it. The Chief Constable added that the force operates on the intelligence and information that other people give us, and we need to know every single child that is a concern, to enable us to do the intelligence work and identify those that need help.

4.5 The PCC asked at point 2.5, what will the Families First Partnership Programme achieve. ACC Scott advised this programme offers early intervention by a multiagency team designed to prevent the exploitation of young people. While it is too early to say exactly how it will work, it is expected to be rolled out from April 2026. Further information on this will be included in future papers.

4.6 The Head of Policy and Performance asked, at points 2.7-2.9 and the DVDS scheme, how compliant we are in achieving the 28-day disclosure timeframe. ACC Scott advised she would check this and confirm the average times to the OPCC.  
**ACTION – ACC Scott to confirm average DVDS scheme disclosure timeframe to the OPCC.**

4.7 The PCC asked if the funding referenced at point 2.28, is received through Suffolk Public Sector Leaders, and if not, where does it come from. He noted his concern that with the proposed changes to local government there may not be funding available moving forward.  
**ACTION – ACC Scott to check where this funding referenced at point 2.28 is received from and confirm back to the PCC.**

4.8 The PCC commented that the work detailed on page 12 relating to Pol-Ed (Police Education) is really positive.

4.9 The PCC asked for people's views on the ban on social media for under 16's being implemented in Australia. The Chief Constable responded that as a Constabulary we are here to deliver against the legislation of the land as decided by the public / democracy. If a law is introduced, we will find a way to deliver this. She added that she imagined there will be some challenges in how Australia delivers this, so it will be interesting to see how this develops, this change is a collective responsibility, and not solely a policing problem.

4.10 The PCC stated that with 400 young people in detention, at a cost to the public purse of £200 million, it emphasises the needs to keep young people out of prison and raises the question as to whether there is anything more, we could be doing to support young people. ACC Scott responded that the work of the Youth Justice Service, and deferred prosecution work, shows that 15 children have been subject to diverted outcomes. We continue to work closely with the out of court disposals team to develop diversionary pathways, so that we have a broader spectrum of diversion to attempt to help reduce recidivism. The PCC asked

how this work is evaluated. ACC Scott advised that engagement rates are monitored and the types of diversion used are tracked. If there are further instances of criminal offending then the activity would be escalated and be dealt with within the criminal justice system.

## 5 Neighbourhood Crime and ASB(Paper AP25/47)

5.1 ACC Scott highlighted that this continued to be a successful period for us with performance data showing a decrease in Anti-Social Behaviour (ASB), with a 7.8% reduction over the past year and a 26.9% reduction against the long-term average. This goes against the national trend and is a real success for Suffolk as a county. The innovative use of technology, targeted interventions and community engagement such as Project Vigilant continues to strengthen public confidence and improves outcomes. We are continuing to receive exceptional feedback from the public about our visibility and our engagement. We are also seeing an increase in the reporting of retail crime as we build better relationships with retailers and businesses. It has been a strong year for us and as a force we continue to invest in our frontline capacity in this space.

5.2 The PCC asked what had caused the increase of 7.2% in the south? ACC Scott responded that this is an outlier and will continue to be monitored over the next 12-months. However, as this area has a Clear Hold Build site, high visibility from officers locally may mean that people are reporting more crimes directly to them, which could be causing the increase in reported numbers.

5.3 The Head of Policy and Performance asked at 7.9 on page 13, if further details could be supplied about the Retail Crime Dashboard. ACC Scott replied that this work has evolved from the national and regional groups looking at retail crime. Within the Community Policing Teams there are officers who are the specific points of contact (SPOC) and are focusing on looking at crime trends, repeat offenders, repeat victims, and enhanced engagement in any location that is shown to be vulnerable to repeat incidents.

5.4 The PCC asked what was Suffolk's involvement in the National Crime Agency (NCA) campaign about Organised Crime Groups (OCGs). ACC Scott responded that a large amount of the filming and recording for the NCA was around the success we have had in Suffolk.

5.5 The PCC asked at point 7.2, do the meetings with the Business Improvement Districts (BID) cover all areas in Suffolk, how often do they meet with the BIDs and what do these meetings achieve. ACC Scott advised that this meeting is linked to the hotspot activity in town centres, retail crime work, and clear hold build work, which links in with the BIDs and is led by a superintendent. The PCC requested a briefing from the superintendent leading on this work.  
**ACTION – Superintendent leading the meetings with the BID to provide a briefing on how they are working, and how the BIDs are developing.**

5.6 The PCC asked for an update on hotspot policing. ACC Scott responded that this approach continues to go from strength to strength. With increased visibility and stronger engagement with partners and members of the public in these locations. We continue to review and feedback to the Home Office where we think locations can be better defined. In Suffolk we see seasonal activity, with some areas in summer being particularly busy, but in winter the same areas do not present the same opportunity. We are currently looking at the flexibility of the hot spot locations to ensure that they add real value to the county.

5.7 The CFO asked if there has been any indication from the Home Office for future hotspot funding. ACC Scott responded not so far. The PCC added it would be helpful for longer term planning and commitments if the Home Office could communicate this.

5.8 The PCC asked about the decline in solve rates for residential burglary, and what is being done to address this. ACC Scott advised that the residential burglary rate is much lower in Suffolk compared with other areas of the country, but this dip is being looked at and will continue to be monitored. Overall crime numbers in this area are low.

## **6 Tackling Serious Violence (Paper AP25/48)**

6.1 ACC Scott highlighted that the report shows sustained progress in reducing serious violent crime, with violence with injury offences having fallen by 4% over the past year while the solve rate continues to improve. Knife crime remains amongst the lowest in England and Wales reflecting the strength of the prevention and enforcement activity that is taking place across the county. The partnership led approach to the serious violence duty continues to deliver impact and is supported by targeted initiatives, leading to significant arrests, drug seizures and safeguarding interventions. Suffolk's performance remains consistently better than the national averages and those of our peers. We are continuing to invest in improving investigations and victim engagement.

6.2 The PCC advised that at the APCC / NPCC summit he was informed about the HollieGuard app which links straight to the police. Are Suffolk using any apps or numbers that do this? ACC Scott responded that there are several things used by the wider team, and suggested this could be discussed further with the PCC outside of APP.  
**ACTION – ACC Scott to provide info on apps in use by the Constabulary such as HollieGuard via a Weekly Conference meeting.**

6.3 The PCC asked for an update on county lines. ACC Scott advised there is a matrix around County Lines measurement, and the recent intensification week was really successful at reducing the score of county lines in Suffolk but also in wiping a number of them out. We are getting more successful at targeting the lines, which then sees a reduction across the county, with scores remaining low and eventually becoming dormant. The methodology behind this is similar to clear hold build. When this is applied it has been successful in identifying and focusing our work clearing activity which is then followed up with work in the community by the local community engagement officers.

6.4 The PCC noted he was pleased to see a decline in the highlighted knife crime data. He asked what is classified as knife crime, does this include any sharp instruments. ACC Scott replied that there are crime definitions between knife crime and sharp or bladed instruments, and general anti-social behaviour and criminal damage. If someone is carrying a weapon or knife, it is within the categorisation.

6.5 The Policy and Performance Officer asked, at point 4.6, the solve rate for knife enabled violence, can you provide some rationale on why the solve rates without injury has decreased? ACC Scott responded that there were a number of initiatives run over the summer, including Operation Sceptre, which is focused on knives, and these activities often result in a reduction in rates, and can cause some distortion to the figures across broader reporting rates, therefore it is worth checking to see if there is a correlation between the statistics and Operation Sceptre activity.

6.6 The PCC asked what level of involvement the Constabulary has at the build phase of Clear Hold Build. ACC Scott responded the build phase is owned by local authorities and partners. There will be police support within a neighbourhood, but the chairing responsibilities will have been handed over, and the police will move back into other areas. Provided it has been successful, the police are then able to step back and move into a business-as-usual approach.

**7 Strategic Efficiency, Technology and Transformation (Paper AP25/49)**

7.1 The PCC commented that he liked this paper and is looking forward to seeing how it progresses over the next 6-months.

7.2 Deputy Chief Constable (DCC) Jones provided a brief overview, noting that this is a rapidly changing area, and the report provides a snapshot of progress, particularly around joint transformation. The intention of this paper is to provide visibility on the different kinds of technology being used.

7.3 The PCC asked what is trying to be achieved with the Offender Management Review, and what other crime areas could this be applied to. DCC Jones responded that this review is to identify any gaps in the provision, help us to do more and reduce recidivism. Catching and convicting criminals is fundamental to policing, but this produces demand in terms of managing offenders, and specialist areas such as managing sex offenders, so we are looking at how we can work with other agencies in a more integrated way, and what technology there is to ensure we maximise efficiency.

7.4 The PCC asked how the Constabulary was measuring the success of utilising new technology. DCC Jones responded that police in the UK follow the Peelian Principles and measures its success by the absence of crime and disorder, so, the fact that we have massively reduced the level of crime in Suffolk, despite finite resource, shows the success of our work. Secondly, we work hard to achieve value for money and run an efficient and effective force, and this is independently assessed as part of HMICFRS inspections. Thirdly, in relation to innovation, we aim to put the most useful technology behind our leaders to give them the information to make their teams as effective as possible. The Mind team project was pioneered in Norfolk, and has been adopted and used in Suffolk recently, giving officers the ability to allocate work and manage demand effectively, whilst understanding the risks and allocating support where it is required.

7.5 The PCC asked at point 1.36, supervision and morale, could you comment further on what is being address here. DCC Jones replied that one of the imperatives behind the new operating model was to address the flex in demand, and for people to be in the right roles at the right time ensuring there is the required coverage. The operating model has made this clearer and more efficient, but with the uplift programme from government we have more student officers coming through, so there is a balance as the new officers require tutors, and these members of staff are still facing the pressures of being part of response investigation teams.

7.6 The PCC noted that he is pleased with the performance of the digital public contact desk and asked how this could be developed. ACC Scott responded that there is a massive transformation programme across public contact and the control room, and we have data to look at surge and demand and how we manage this. Moving forward we are looking at the

use of technology such as “my police portal” and “my user journal”. With future CRM (Customer Relationship Management) options being considered, Suffolk has volunteered for a Home Office pilot for a pre-101 service operated with Vodafone.

- 7.7 The PCC noted that Right Care Right Person is a positive example of changes that have been successful. The Chief Constable added it has resulted in the equivalent of 7 full time officers a month.
- 7.8 The PCC noted the importance of improving productivity and shared his concern that when local government structures change as part of the government’s reform, we don’t want the partnerships that have developed fragmenting whether in relation to safeguarding, youth justice or other county wide services. The Chief Constable commented that the community policing model has these local ties, and she was confident that they will be able to work with partners at a local delivery level regardless of the strategic changes.
- 7.9 The PCC commented that he would be interested to see if any of these developments could be measured as a cashable benefit. ACC Scott responded that cashable benefits are more difficult to measure than increased productivity, and whilst it is being considered improvements in productivity don’t always directly lead to cashable savings.
- 7.10 The Chief Executive Officer (CEO) asked how the different teams driving change are linked up at a Constabulary level. DCC Jones advised that this paper describes the governance, ACC Scott chairs the work in local policing, and the joint transformation team is a joint team between Norfolk and Suffolk with the ACO as the SRO (Senior Responsible Officer) for this department. The joint transformation team is quite new and is looking at the gaps over the coming 5 years, and finally there is an ICT strategy managed by the Head of ICT, looking at the capabilities and investments we’ve made, going through a targeted operating model to ensure there aren’t any bottlenecks when the changes are implemented. It is a team approach, but a systemic view on what will be prioritised.
- 7.11 The CEO asked as the organisation and people adopt new technology, what is the cultural impact. DCC Jones responded that some of these projects have helped to develop talented people within the organisation, and to create the strongest possible service for victims. The digital desk within the CCR has pushed control room staff to develop as well as attracting new talent. The quality of the evaluation by the PMO, means we can test what works with the team, then take the methodology and learnings and implement this in other areas. ACC Scott added, we are developing the use of bespoke stakeholder engagement and figuring out if that is a problem for everyone and then checking back to see if is working. Helping to see if the benefit is realised with stakeholders at the end of the process.
- 7.12 The PCC noted that the replacement for Athena, has the potential to enhance how we work.

## **8 Any Other Business**

- 8.1 The PCC thanked the Deputy Chief Constable for input over the years, advising that this would be his last APP meeting, and wished him well for his retirement.

*The open part of the meeting closed at 10:45.*

## PRIVATE AGENDA

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

**9      Closed minutes of the meeting held on 21 September 2025 (Paper AP25/50)**

9.1      The confidential minutes of the meeting held on 21 September 2025 were agreed as an accurate record and approved by the Police and Crime Commissioner.

**10     Specialist Crimes and Capabilities Command Update (Paper AP25/51)**

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

**11     Risk Register / Chief Officer Risk Report (Paper AP25/52)**

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

*The meeting closed at 11:16.*

### Summary of Actions

Item / Paper	Action	Owner
4.6 Supporting Children and Young People	ACC Scott to confirm average DVDS scheme disclosure timeframe to the OPCC.	ACC Scott
4.7 Supporting Children and Young People	ACC Scott to check where this funding referenced at point 2.28 is received from and confirm back to the PCC.	ACC Scott
5.5 Neighbourhood Crime and ASB	Superintendent leading the meetings with the BID to provide a briefing on how they are working, and how the BIDs are developing.	ACC Scott
6.2 Tackling Serious Violence	ACC Scott to provide info apps in use by the Constabulary such as HollieGuard via a Weekly Conference meeting.	ACC Scott