



For further information on any of the items listed below please contact [katherine.boswell@suffolk.police.uk](mailto:katherine.boswell@suffolk.police.uk)

Police Headquarters  
Martlesham Heath  
Ipswich, IP5 3QS

26 December 2025

To: The Police and Crime Commissioner and Chief Constable

### ACCOUNTABILITY AND PERFORMANCE PANEL

A meeting of the Accountability and Performance Panel, which will consider the agenda set out below, will be held at Police Headquarters, Martlesham on **Friday 16 January 2026 at 09:30**.

All reports are produced by the relevant Chief Officer. Report content is guided by the PCC's Police and Crime Plan Performance Framework and briefing notes, which can be found on our website.

#### PUBLIC AGENDA

1. Public Question Time  
*15 minutes allotted to public questions, notified in advance, to the PCC and Chief Constable*
2. Open minutes of the meeting held on 21 November 2025 (Paper AP26/01)
3. Financial Monitoring Update by the Assistant Chief Officer (Paper AP26/02)
4. Improving Confidence and Satisfaction Report from the Chief Constable (Paper AP26/03)

*This report will outline how Suffolk Constabulary is addressing the following commitments in the Police and Crime Plan: Monitor victim satisfaction and public confidence; Evaluating the new Policing Model to enable the police to be more accessible and visible to communities; Dealing with public feedback and complaints in a timely manner.*

5. Responding to Calls for Assistance Report by the Chief Constable (Paper AP26/04)

*This report will outline how Suffolk Constabulary is addressing the following commitments in the Police and Crime Plan: Build on the investment in the Command and Control Room to ensure it maintains excellent emergency response and call-handling performance; Monitor the impact of investments in the Digital Desk and Rapid Video Response.*

*This report will consolidate the various methods the force uses to respond to calls for assistance and the actions taken to manage demand.*

6. Use of Police Powers Report by the Chief Constable (Paper AP26/05)

*This report will outline how Suffolk Constabulary is addressing the following commitments in the Police and Crime Plan: Ensure ethics and integrity in the way it delivers policing; Ensure transparency regarding the use of police powers.*

*The report will include information on Suffolk Constabulary's use of police powers and any disproportionality arising and will update on the external Police Powers Scrutiny Group.*

7. Workforce (including Efficiency and Structure) Report by the Chief Constable (Paper AP26/06)

*This report will outline how Suffolk Constabulary is addressing commitments in the Police and Crime Plan, including:*

- *Ensuring effective training and development of workforce to deliver quality investigations by skilled professionals*
- *Have a proactive approach to attraction, recruitment and retention of its workforce*
- *Ensure the right workforce mix of police officer, staff and volunteers to police Suffolk effectively*
- *Strive to make the workforce more representative of the communities it serves*
- *Care for the workforce by supporting health, well-being and welfare, thereby reducing levels of sickness and restricted duties*
- *Encourage diversity into the organisation*

*The report will also include how People related strategies are delivering, or are planned to deliver, improved productivity.*

8. Any Other Business

PRIVATE AGENDA

9. Closed minutes of the meeting held on 21 November 2025 (Paper AP26/07)

10. Strategic Policing Requirement by the Chief Constable (Paper AP26/08)

11. Civil Claims and Employment Tribunals by the Chief Constable (Paper AP26/09)

Darren Horsman  
Chief Executive Officer  
Office of the Police & Crime Commissioner