



Police Race Action Plan Delivery Board

Subject: Funding of activity to support delivery of the Police Race Action Plan (PRAP) in Suffolk.

Originator: Deputy Chief Constable Dan Vajzovic

Decision Number: 21 - 2026

Reason for Submission: For decision

Submitted to: Police and Crime Commissioner

Summary

1. This report proposes the continuation of joint funding by the Constabulary and the Office of the PCC (OPCC) to support both delivery of the PRAP and the provision of advice and support from independent community advisors to the newly formed Delivery Board.
2. The proposal is that a joint budget be carried forward for 2026/27 and that a review is undertaken to consider further work beyond 31 March 2027.
3. The overall cost is £12,250 for the year, which breaks down to £6,125 from the Police and Crime Commissioner and £6,125 from the Constabulary.

Recommendation

It is recommended that the PCC contributes £6,125 (50% of the total cost) towards the £12,250 required to introduce and operate the PRAP Delivery Board including independent community advisors and associated activities for the period 1 April 2026 to 31 March 2027.

Approval by PCC

The recommendation as outlined above is approved.

Signed: Tim Passmore

Signature:



Date: 29 June 2026

Detail of Submission

1. Objectives

- 1.1 To support the Constabulary and the OPCC in strengthening the arrangements in place for delivery of the objectives outlined within the PRAP.
- 1.2 To provide a mechanism for involving the public in co-production and delivery of the PRAP across Suffolk.

2. Background

- 2.1 During the financial years 2024/25 and 2025/26 the Constabulary and the OPCC jointly funded a PRAP scrutiny group. Appropriate decision papers were submitted to approve this commissioned work (Appendix A). A report has been submitted by the PRAP scrutiny panel to detail the work that has been undertaken during this two-year period (Appendix B). This report demonstrates the many pieces of work that have been undertaken to good effect by the scrutiny panel.

3. Areas for consideration

- 3.1 An analysis of the scrutiny panel's work over the last two years points towards them acting as ambassadors, advocates and intermediaries between the police and our communities. The absence of systematic and consistent police data sets detailing progress has limited the extent to which scrutiny can be undertaken by the panel.
- 3.2 The introduction of a fifth panel member in 2025/26 resulted in increased costs without a commensurate increase in budget. The Constabulary made use of the scrutiny panel members for tasks not within the core function of the original tasking. These factors, when taken together, resulted in an overspend of the original budget.
- 3.3 The hourly rate offered to the panel members under the previous arrangements appears inconsistent with rates for comparable audit and scrutiny functions. In addition, the required level of preparation time has not been clearly defined.
- 3.4 Prior to this new proposal a Gold Group had been responsible for the direction of the advisory and scrutiny panel. There is ambiguity between the respective roles and functions of the Gold Group and the scrutiny panel. There is an opportunity to improve efficiency by combining these roles and functions.

4. Establishing a PRAP Delivery Board (including independent community advisors)

4.1 The Constabulary will establish a delivery board. Each meeting of the board will scrutinise two of the four PRAP pillars, ensuring that across the six meetings held each year, each pillar will be examined on three occasions. Within this group independent community advisors will be present and will act as full board members, removing the need for any separate meeting or panel.

4.2 The PRAP Delivery Board will:

- Provide strategic oversight and direction for all PRAP activity.
- Hold pillar leads and delivery teams to account.
- Ensure Suffolk's PRAP delivery is credible, evidence-based, and community informed.
- Strengthen public confidence, particularly among Black communities.
- Mobilise community voice through an expanded group of paid lay members.

4.3 Chairing and Governance

- Chair: Deputy Chief Constable (DCC).
- Vice-Chair: Assigned as required.
- Secretariat: Constabulary Executive EA Support.

4.4 The Board

- Reports into the Chief Officer Group;
- Provides visibility, influence, involvement and full engagement to the Office of the Police and Crime Commissioner (OPCC).

4.5 Meeting Structure

- Six two-hour meetings per year (bi-monthly).
- Formal minutes taken and recorded.
- Action and decision tracking maintained by Executive EA Support.

4.6 Membership

- Deputy Chief Constable (Chair).
- PRAP Pillar Leads (Culture and Workforce, Powers and Procedures, Trust and Reconciliation, Safety and Victimisation).
- A representative from the Constabulary's Strategic Business and Operational Services (SBOS).
- Additional internal subject experts as required.
- OPCC representative.
- All previous advisory and scrutiny panel members (if they wish to join).

- Independent community advisors acting as full Board participants, bringing critical and independent insight.

4.7 Roles and Responsibilities

The Board will:

- Provide full decision-making authority over PRAP delivery issues;
- Commission task-and-finish groups on thematic topics;
- Review evidence, data dashboards, and performance reporting;
- Identify risks and escalating issues requiring senior intervention;
- Ensure that community insight is central to driving improvements and providing challenge;
- Obtain data and documentation as required (proportionate and lawful);
- Produce suitable plans to track progress and evidence progress.

5. Other options considered

5.1 The PCC and Constabulary could decide to have no public scrutiny arrangements for the PRAP, as it is not a statutory requirement. This is not considered appropriate since building public trust and confidence in policing and ensuring transparency regarding the progression of the PRAP is fundamental to the delivery of policing by consent.

5.2 A voluntary Independent Advisory Group (IAG) could be set up. There is no longer a Suffolk IAG, and it is not deemed a sustainable mechanism for the public scrutiny of wider police powers. There is an existing partnership with Ipswich & Suffolk Council for Racial Equality (ISCRE) which examines the police's use of powers. Work will be undertaken in 2026/27 to explore whether elements of the PRAP Delivery Board can be more closely aligned with aspects of the police powers grant from April 2027, to ensure their efficiency and efficacy.

6. Strategic aims/objectives supported

6.1 It is recognised by both Suffolk Constabulary and the Suffolk Police and Crime Commissioner that external community involvement and advocacy play an important role in supporting public confidence and improving the Constabulary's ability to deliver the PRAP.

6.2 The Constabulary's Police Race Action Plan seeks to address disproportionate outcomes and build a more inclusive, representative, and trusted policing environment. Evidence and national learning highlight the need for robust governance, independent oversight, and consistent community voice to ensure

progress is meaningful and credible. The proposed structure meets The Public Sector Equality Duty (Equality Act 2010) through oversight to:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity;
- Foster good relations between people who share protected characteristics.

6.3 The new PRAP Delivery Board strengthens governance by:

- Bringing all PRAP oversight into one strategic forum.
- Ensuring six formally minuted meetings per year.
- Embedding community representation as full members of the Board.
- Ensuring evidence-led decision-making, including the use of PRAP data dashboards (where lawful and practicable, linked to pillar areas).
- Commissioning thematic task-and-finish work supported by paid community expertise.
- Introducing accurate financial control with a named individual budget holder.

7. Financial and other resource implications

- 7.1 Members of the PRAP Delivery Board representing the community are well positioned to provide strategic advice to the Constabulary and OPCC. Independent community advisors will be compensated at a rate of £62.50 per hour which is comparable to similar community roles.
- 7.2 Sixty hours of work for delivery group attendance: It is proposed that each delivery meeting be supported by two panel members (three hours of paid work each, including preparation time) and the Independent Community Advisor Chair (four hours of work, including liaison with panel members). Total cost: £3,750.
- 7.3 Ninety-six hours of work for community events. Four events, each involving three panel members where appropriate. Total cost: £6,000.
- 7.4 £2,000 sundry funding to allow for items including catering or consumables at four community events per year.
- 7.5 A total of £500 mileage allowance to be allocated between the panel members.
- 7.6 This builds on the PCC's previous funding of PRAP oversight arrangements and supports delivery of the Police and Crime Plan.

8. Environmental implications

- 8.1 There are no environmental considerations to note within this decision report.

9 Other implications and risks

None.

Originator Checklist (must be completed).

Please state 'yes' or 'no'

Checklist Item	Yes / No
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	Yes
Have equality, diversity and human rights implications been considered, including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with Police and Crime Plan objectives?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
Have environmental factors been considered?	Yes
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes
Is this report a Confidential Decision?	No

If yes, please state reasons below:

Approval to submit to the decision-maker (This approval is required only for submissions to the PCC)

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report, that the recommendations have been reviewed and that this is an appropriate request to be submitted to the PCC.

Signed: Darren Horsman

Signature: 


Date: 29 June 2026

Chief Finance Officer (Section 151 Officer)

I certify that:

- a) there are no financial consequences as a result of this decision,
Or
- b) the costs identified in this report can be met from existing revenue or capital budgets,
Or
- c) the costs identified in this report can be financed from reserves
And
- d) the decision can be taken on the basis of my assurance that Financial Regulations have been complied with.

Signed: Colette Batson

Signature: 

Date: 29 June 2026

Public access to information: Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.



ORIGINATOR: DEPUTY CHIEF CONSTABLE

DECISION NUMBER: 14 – 2024

REASON FOR SUBMISSION: FOR DECISION

SUBMITTED TO: POLICE AND CRIME COMMISSIONER

SUBJECT: RACE ACTION PLAN INDEPENDENT ADVISORY AND SCRUTINY PANEL PROPOSAL

SUMMARY:

1. Suffolk Constabulary is establishing an Independent Advisory and Scrutiny Panel to support effective, community engagement in the delivery of the Police Race Action Plan in Suffolk.

RECOMMENDATION:

1. The PCC is recommended to contribute funding of £6k (50%) toward the £12k overall cost of introducing and operating the Independent Advisory and Scrutiny Panel for the 12 month period 1 April 2024- 31 March 2025.

APPROVAL BY: PCC

The recommendation set out above is agreed.

Tim Parmore

Signature: **Date:** 11 March 2024

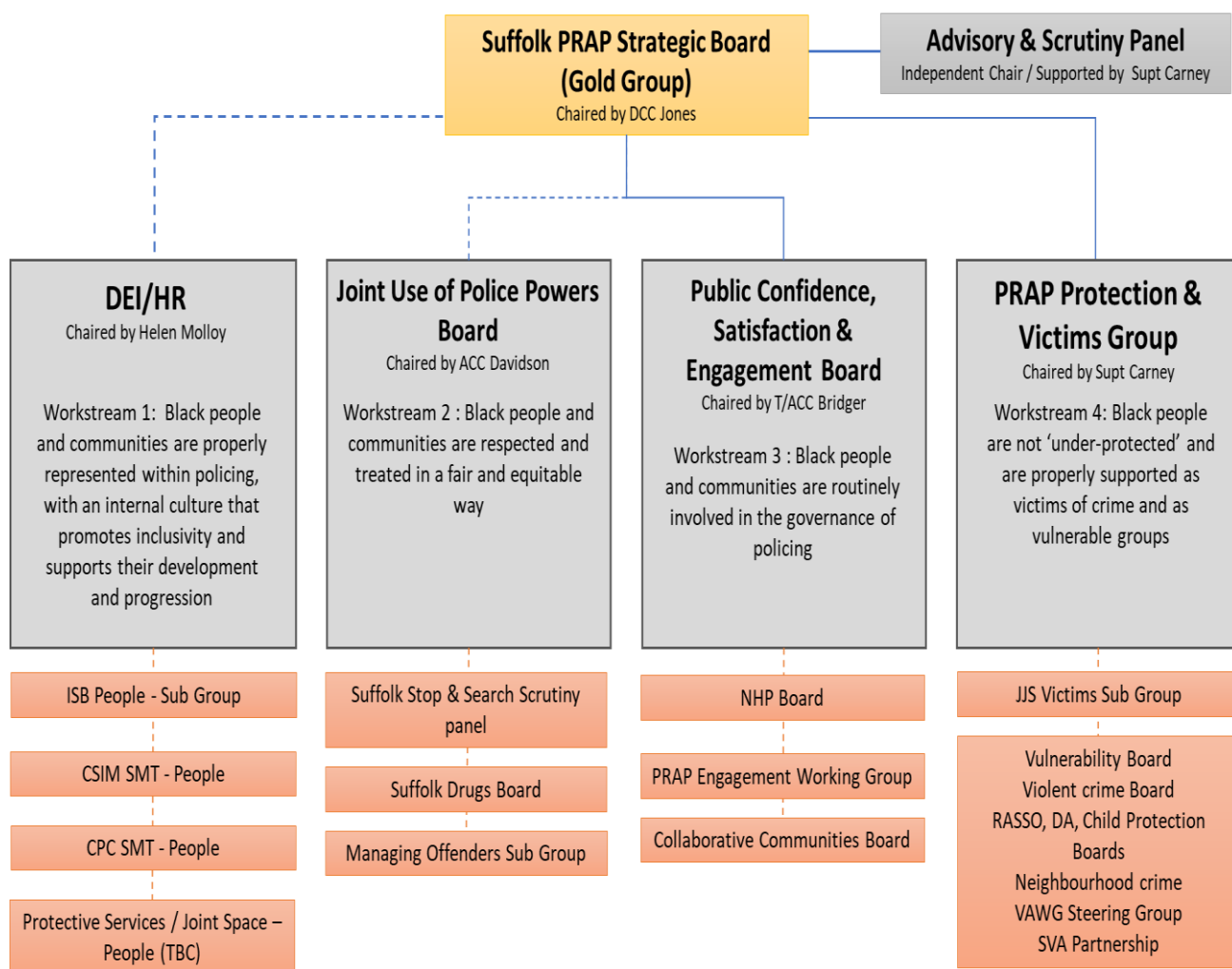
DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION:

- 1.1 Suffolk Constabulary is establishing an Independent Advisory & Scrutiny Panel to support the delivery of the Police Race Action Plan (PRAP). Suffolk Constabulary's Race Action Plan seeks to build a more inclusive organisation and to address negative disparities in the experiences of Black people working in or interacting with police in Suffolk.
- 1.2 The Constabulary recognises that evidence shows that black communities, feel "over-policed and under protected", and therefore independent scrutiny and oversight of progress with the PRAP is integral to the legitimacy of the work, and the commitment to work with the consent and support of all our communities in keeping all people safe.
- 1.3 The Panel will bring together passionate people from across the Suffolk community with the will to contribute positively to the Constabulary's commitment to build a more inclusive organisation, and to shine a light on the areas where it needs to improve.
- 1.4 Suffolk Constabulary anticipates a budget of £12,000 per annum will be needed to support the Panel in its work (based on the costs outlined at 2.1) and Angelina Quamina has recently been selected, and accepted, the role to be the inaugural Chair. The Constabulary will work with the Chair to appoint a Panel and develop a shared plan by April 2024.
- 1.5 While the long-term aim is transformational cultural change, the Race Action Plan is being treated as a critical incident for Suffolk Constabulary because the effectiveness of our response will have an impact on the trust and confidence in policing, particularly among black communities. The Constabulary has provided the initial funding to establish the Panel. However, the work of the Panel will support the delivery of the Suffolk Police and Crime Plan and therefore the recommendation is that the cost is shared between Suffolk Constabulary and the OPCC once the panel is established.
- 1.6 The Suffolk Police Race Action Plan Advisory & Scrutiny Panel will act in an advisory/critical friend capacity, but also ensure through challenge and scrutiny, that Suffolk Constabulary is delivering effectively against the principles and promises within the National Plan, in a way that works for our context in Suffolk.
- 1.7 The Panel will consist of an Independent Chairperson, key members of our staff associations, and including 3 independent panel members. Depending on the talent and experience available, we may flex this membership.
- 1.8 The delivery of the Suffolk PRAP is currently overseen by the Deputy Chief Constable (DCC) who holds the position of strategic lead. The DCC chairs the Suffolk PRAP Strategic Board meetings which will continue throughout 2024/25 but with additional membership of panel members to bring in different perspectives and insight. Thematic leads are delivering against both the objectives of the National Plan and those identified through the Suffolk Benchmarking exercise and creation of a Maturity matrix.

- 1.9 The creation of an Independently chaired Advisory & Scrutiny Panel will build legitimacy and strengthen relationships with black communities, internally and externally, enabling us to trail blaze in this key area.
- 1.10 Suffolk Police is proud to be an “ice breaker” Force (which means we have been identified as good practice for others to emulate) in delivering the National Police Race Action Plan for our established involvement of communities with the way we scrutinise use of stop and search powers. The introduction of the Panel enables us to continue to build trust and improve confidence. It also helps us to explain and develop understanding of policing about why powers are necessary to keep people safe and to focus resource where it will make the greatest difference.

Figure 1 Governance



- 1.11 Membership of the Advisory & Scrutiny Panel will be made up of internal and external stakeholders and representatives of our diverse communities and SEPA, to act in the role of critical friend, but to also ensure through challenge and scrutiny that Suffolk Constabulary is delivering effectively against the principles and promises to set out within the National Police Race Action Plan.
- 1.12 Specifically, the Suffolk Police Race Action Plan Advisory & Scrutiny Panel will:

- Act as a critical friend, with an active and independent voice, highlighting issues of concern around the Plan.
- Improve Suffolk Constabulary's understanding of disproportionality that may exist in the way that it delivers policing services within Suffolk.
- Provide live feedback on the way in which delivery of the Police Race Action Plan is being perceived within Suffolk, both internally with our staff and externally with our communities.
- Advise on how the Suffolk interpretation of the Police Race Action Plan can strengthen and build community confidence.
- Support the development of sustainable partnerships that can improve long term improvements in trust and confidence within all communities.
- Test and challenge the methodology being taken towards delivery of the Suffolk Police Race Action Plan.
- Provide scrutiny of the Suffolk Police Race Action Plan and approach to delivery.
- Have the authority and independence to engage with stakeholders (internally and externally) who can offer feedback on the content and delivery of the Suffolk Plan.
- Be able to observe meetings of any of the groups involved in the Action Plan's implementation structure.
- Be able to request data and information of relevance.

1.13 The responsibilities of the board are:

- To represent the interests of Black communities in all its functions
- To hold the programme leadership to account for delivery of outcomes and benefits
- To assess initiatives contained within the Suffolk Police Race Action Plan against a set of principles to ensure: authenticity; legitimacy; usability; realism; effectiveness; and trust and confidence within Black communities and underrepresented staff.
- To critique the operational and tactical delivery to the strategic lead engage with programme team members and the governance under which they operate to provide advice and guidance.
- To scrutinise progress reports from the programme board (which will be provided to the Panel at a time and via a method agreed between Delivery Lead and Chair of Advisory and Scrutiny Panel).

2. FINANCIAL IMPLICATIONS:

2.1 Members of the Advisory & Scrutiny Panel will be compensated at a rate of £250 per meeting. Additional activities will be required from the Chairperson and Independent members who will be compensated as follows:

Table 1 Meetings and Remuneration

Activity - Chairperson	Estimated Commitment	Compensation
Quarterly Panel	4 meetings PA each scheduled for 2 hours - To include attendance, preparation, and travel time	£250 per meeting (£1,000 Per Annum)
Bimonthly Gold Meetings	6 meetings PA each scheduled for 2 hours - To include attendance, preparation, and travel time	£250 per meeting (£1,500 Per Annum)
Gold pre meeting	Up to 6 meetings PA each scheduled for 1 hour - To include attendance, preparation, and travel time	£500 per Annum
Chairpersons' compensation for additional preparation, public consultation, and engagement	Up to 24 additional hours PA	£2,000 Per Annum
Mileage (HMRC approved rate)	TBC	HMRC rate of £0.45 per mile
Total		£5,000 PA + mileage

Activity – Independent Member x 3	Estimated Commitment	Compensation
Quarterly Panel	4 meetings PA each scheduled for 2 hours - To include attendance, preparation, and travel time (estimated)	£250 per meeting (£1,000 Per Annum)
Additional preparation, public consultation, and engagement	Up to 8 hours Per Annum	£500 Per Annum
Mileage (HMRC approved rate)	TBC	HMRC rate of £0.45 per mile
Total per member		£1,500 PA + mileage

The total budget required is:

- Chairperson £5,000
- 3 Independent Members £4,500
- Mileage £500
- Ancillary costs (promotion, engagement activity etc) £2,000

Total Budget £12,000


3. OTHER IMPLICATIONS AND RISKS:

- 3.1 Since the closing of the Suffolk IAG, there has not been a strategic local group through which to build trust and confidence with Suffolk Constabulary on issues of race and ethnicity. This will enable us to make progress with our Suffolk Police Race Action Plan.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes

In relation to the above, please ensure that all relevant issues have been highlighted in the 'other implications and risks' section of the submission.

APPROVAL TO SUBMIT TO THE DECISION-MAKER

<p>Chief Executive</p> <p>I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.</p> <div style="text-align: center; margin: 20px 0;">  </div> <p>Signature: _____ Date: 11 March 2024</p>
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Independent Scrutiny and Advisory Police Race Action Plan Panel

(2024–2026)

Independent Chair | prapchair@gmail.com

THE PANEL	Independent Scrutiny and Advisory Police Race Action Plan
THE CONSTABULARY	Suffolk Constabulary
REQUIREMENT	Scrutinise the Suffolk Police Race Action Plan
TENURE	April 2024 - March 2026
FUNDING	Office of the Police and Crime Commissioner and Suffolk Constabulary

Executive Summary

This report outlines the findings, results, and challenges of the Suffolk Independent Scrutiny and Advisory Police Race Action Plan Panel from April 2024 to March 2026. Guided by the Terms of Reference (2024–2026), the Panel has delivered independent, community-led scrutiny, constructive challenge, and co-designed support to Suffolk Constabulary in its delivery of the Police Race Action Plan. The period reflects significant progress in transparency, community engagement, organisational culture, and national recognition, alongside challenges relating to funding, data capacity, and external societal pressures.

Purpose and Framework

Panel Recruitment

The Panel was recruited through a fair and open competition process, ensuring transparency and equal opportunity for all applicants. This approach aimed to assemble a diverse and representative group capable of delivering independent and community-led scrutiny.

The Panel's work is grounded in the Terms of Reference, which mandate:

- Independent scrutiny and constructive challenge.
- Community-led insight shaping policy and practice.
- Monitoring progress against the Race Action Plan commitments.
- Promotion of transparency, accountability, and anti racist practice.
- Co-production of recommendations and place-based interventions.

The TOR defines core areas of focus: culture and workforce, powers and procedures, trust and reconciliation, and safety and victimisation.

Our Role: Our role as a critical friend is to help the Suffolk Police Race Action Plan stay clear in its purpose, open about its progress, and closely connected to the communities it serves, while keeping in step with wider policing and

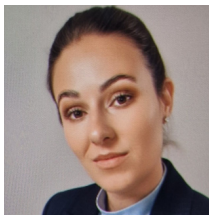
social justice goals.

Scope: The panel functions in an advisory role, providing constructive feedback and expert opinions on the strategies and actions outlined in the Suffolk Police Race Action Plan. This includes actively engaging with stakeholders such as SEPA to ensure that the plan aligns with best practices and effectively meets the community's needs. Our emphasis has been on fostering collaborative and open communication among all parties involved. By serving as a critical friend, we have thoroughly reviewed and analysed the implementation processes and outcomes related to the plan across four workstreams. This has allowed us to monitor and evaluate the progress of the initiatives, ensuring they are transparent, equitable, and have measurable goals. This critical examination has helped us identify potential challenges and opportunities for improvement, enabling the Constabulary to adapt as needed.

Out of scope: operational case management, active criminal investigations and individual disciplinary decisions, except where systemic patterns are identified and referred appropriately.

Panel Composition and Roles

Composition: The Panel is an established five-person body consisting of:



Independent Chair:

Angelina Quamina MBE:

Angelina Quamina MBE is a respected community leader, strategic consultant, and advocate for racial justice, serving as the Independent Chair of the Police Race Action Plan. With experience working at the intersection of community development, public policy, and policing oversight, Angelina brings a rare combination of lived experience, evidence-based practice, and collaborative leadership to the role. Her appointment reflects a sustained commitment to strengthening trust between Black, Asian and minority ethnic communities and policing institutions, and translating community insight into practical, measurable change.

Under Angelina's stewardship, the Suffolk Police Race Action Plan has become more transparent, community-centred and outcome-focused. She has strengthened governance arrangements, introduced robust monitoring and evaluation, and driven forward practical reforms that improve engagement with Black communities. Her work is guided by a simple principle: accountability must be rooted in respect, evidence and a genuine willingness to change. That principle, combined with her experience and integrity, makes Angelina Quamina MBE a compelling Independent Chair for this critical programme of work.

Panelist:

Franstine Jones BEM:

Franstine Jones BEM is a well-respected community leader, whose decades of life work in the justice context were instrumental in her award of the British Empire Medal, and now her efforts are focused on the delivery of the Police Race Action Plan, bringing more than thirty years of grassroots advocacy, strategic partnership building and public service to the role. Her appointment recognises a sustained record of community leadership, practical problem-solving and a commitment to improving relationships between policing institutions and minoritised communities.

Franstine's career requires her to work directly with families and young people in neighbourhood settings, developing outreach programmes that combine mentoring, skills development and restorative approaches to conflict. Those early years shaped her belief that sustainable change requires listening, co-design and long-term investment in community capacity. She has since held senior roles in the voluntary and public sectors where she led multiagency initiatives on inclusion, youth opportunity and community safety, always prioritising the voices of those most affected by policing decisions at local and national levels.

Franstine's efforts have strengthened the Police Race Action Plan community focus, improved accessibility of engagement activities and produced recommendations that are both ambitious and deliverable. Her work is guided by a simple principle: effective oversight must be rooted in listening, evidence and partnership. That principle, together with her experience, integrity and practical orientation, makes Franstine Jones BEM a trusted and influential figure in efforts to improve policing outcomes for minoritised communities. She continues to champion transparent accountability, capacity building and sustained dialogue, ensuring that reforms are embedded, monitored and responsive to evolving community needs with measurable impact.

Tricia Bernard-Hector:

Tricia Bernard-Hector is a former Senior Leader, leading organisational strategy with expertise as a Psychodynamic Counsellor and specialist in governance expertise and health sector oversight, and her role as a panellist in the Police Race Action Plan panel helps leaders navigate change. Over a career spanning organisational development, multiagency partnership work and equality practice, Tricia has built a reputation for turning lived experience into practical, evidence-based reforms that strengthen trust. Her appointment reflects a commitment to rigorous scrutiny, inclusive engagement and measurable outcomes.

In the Police Race Action Plan, Tricia specialises in community engagement design, stakeholder mobilisation and implementation oversight. She leads the design of targeted outreach to Black, Asian and minority ethnic communities, co-designing consultation processes that remove barriers to participation and centre lived experience. Tricia is adept at converting qualitative testimony into robust, actionable recommendations: she combines community testimony, demographic analysis and Constabulary research review to identify patterns of concern and to prioritise interventions that are both practical and sustainable. Her reports emphasise clear actions, responsible owners and measurable indicators so progress can be tracked and communicated transparently.

Karl Corniffe:

Karl Corniffe is a dedicated social worker and experienced community practitioner who serves as an Independent Panellist on the Police Race Action Plan. With a career spanning frontline social care, safeguarding, and community development, Karl brings a practical, trauma-informed perspective to scrutiny and reform. His work is rooted in a

deep commitment to social justice, equitable service delivery and strengthening relationships between public services and racially minoritised communities.

Karl trained and qualified as a social worker and has worked across statutory and voluntary sectors, supporting children, families and adults in complex and high-risk circumstances. His professional practice has included child protection, youth justice, mental health social work and community safeguarding. These roles gave him first-hand insight into how policing, social care and health systems intersect, and how systemic bias and structural barriers can shape outcomes for marginalised people. Karl's approach is shaped by a belief that effective public services must be trauma-aware, culturally competent and accountable to the communities they serve.

In local partnership roles, Karl works in multiagency initiatives to reduce disproportionality in youth interventions, improve access to mental health support for Black and minoritised communities, and design community-led safeguarding responses. He has experience in co-producing services with community organisations, developing culturally appropriate pathways, and embedding lived experience into service design. Karl is skilled at translating complex casework and systemic learning into practical policy recommendations that frontline teams can implement.

Karl's contribution to the Police Race Action Plan is characterised by a commitment to fairness, clarity and measurable outcomes. He insists that scrutiny leads to tangible improvements in policy and practice, and that communities see the impact of their engagement. Grounded in professional expertise and lived community insight, Karl Corniffe brings credibility, compassion and a relentless focus on practical change to his role as an Independent Panellist.

Victoria Dove:

Victoria Dove is a dedicated strategic leader and commissioner who champions Equality, Diversity and Inclusion (EDI) as foundational elements of strong public health, safety and well-being. With a distinguished career spanning Policing and Local Government, Victoria leverages her extensive experience in strategic decision-making and risk assessment to drive positive cultural change. Her practical knowledge of frontline policing, coupled with her strategic understanding of public sector delivery, makes her a valued and credible voice on the panel.

Following her policing career, Victoria transitioned into local government, where she has led programmes focused on community cohesion, safeguarding and partnership working. In her role at Suffolk County Council, she has overseen initiatives that bring statutory partners, voluntary organisations and community groups together to tackle inequality, improve access to services and strengthen local resilience. Her work has included designing inclusive consultation processes, developing targeted outreach for underrepresented groups and embedding equality considerations into commissioning and service design.

Victoria Dove's combined experience as a police officer and a senior local government professional gives her a pragmatic, credible and compassionate approach to independent scrutiny. Her work on the Police Race Action Plan is guided by a commitment to fairness, evidence and partnership, and she remains focused on delivering tangible improvements in trust, legitimacy and policing outcomes for all communities.

Source Documents:

Establish the baseline:

- Suffolk Police and Crime Commissioner Police and Crime Plan

- Suffolk Chief Constable Delivery Plan
- People's Opinion Survey (Internal)
- Census (External)
- National Police Race Action Plan
- Overview of local Police Race Action Plan and Community Engagement document

Outcomes and Best Practice Year 1

- The Independent panel reviewed the Suffolk Police Race Action Plan Workstream Maturity Matrix document and identified the need for organisational, academic, and community engagement to uncover any blind spots. They agreed on a suggested pause, giving the panel time to scrutinize the plan as a critical friend and create space for further exploration.
- The Independent Chair created a custom approach to pinpoint blind spots and set up a process that could maintain continuity and stability, while offering a supportive, community-focused review.
- The Independent panel had 55+ interactions resulting in the attendance of the panel at the Scrutiny and Advisory PRAP quarterly meetings, Bi-Monthly Gold Group Meeting, internal consultations with HR, Research data department, Innovation Team, EDI, report creation and completion, (7) workshops, (3) Leadership Talks and (4) Leadership collaborative events.
- In February 2025, the Independent Panel was invited to share an overview of our strategy and insights with representatives from the National Police Chiefs' Council and the College of Policing. It was considered a success after a national request to present local constabulary findings from the Police Race Action Plan.
- After the successful visit from the National Police Chiefs' Council and the College of Policing, the Independent Panel was invited to review two draft national policy documents in the role of a critical friend.
- The panel created a communication channel with SEPA to make sure their voices are heard in decision-making in the creation of a private room conversation in a safe environment with the Deputy Chief Constable.
- The panel served as a cultural advocate, helping to connect and facilitate conversations between SEPA and the internal departmental infrastructure.

Progress

- Systematic Approach to Addressing Race-Related Issues: With the successful introduction of a bespoke process model, the panel was able to prioritise the integration of diverse perspectives in decision-making.
- Diverse Recruitment Strategies: The panel was able to provide sight on potential blind spots in the hope of attracting a diverse community.
- Educational Workshops on Historical Context: The successful innovative delivery to Student Officers of the historical context of Stephen Lawrence and the ripple effects of how a life can change the landscape and create a cultural shift in racial diversity requirements.
- Effective Implementation of Action Steps: Various internal projects, from the Canteen renovation to the inclusion of diverse voices at the table has helped effectively implement and monitor impact, highlighting a proactive and inclusive approach.

Learning and Challenges

Learning:

- Local Impact from National Insights: The panel has worked hard to navigate the challenges as the National Black Police Association walked away from the National PRAP, but we have continued to leverage national data to implement tailored solutions locally.
- Innovation in Legacy Processes: Through the analysis of national outcomes, the panel has developed innovative processes that anchor valuable legacies within the community, highlighting the need for creative approaches in addressing local issues.
- Supportive Leadership: The positive impact of having strong leadership support across various levels of Suffolk Constabulary's internal infrastructure has facilitated access to resources and information, which has

proven essential for the panel's work.

Challenges:

- **Funding Limitations:** Despite the significance of the work being done, long-term investment could yield greater results.
- **Navigating External Pressures:** The panel has contended with external societal tensions, such as race riots and intolerance towards migrants, which necessitated several panel discussions.
- **Balancing Innovation and Practicality:** While pursuing innovative solutions, there is a challenge in ensuring that these ideas remain practical and achievable within the constraints of available resources and prevailing community dynamics.

Sustainability and Year Two Initiative

- The panel will continue to represent the work of the Suffolk Constabulary Police Race Action Plan Scrutiny and Advisory Panel nationally.
- **Strengthen Data-Driven Strategies:** Once Workstream 3 goes live, the panel will concentrate its efforts on a successful outcome.
- **Enhancing Community Engagement:** Part of Workstream 3's plan is the appointment of Community Ambassadors, Community Engagement Officers and Community Partners who will provide a diversity of thought in relation to the Police Race Action Plan, to build a legacy.
- **Implementing Continuous Education and Training:** The creation of bespoke events, workshops, conversations and engagement in support of Black History Month will continue.
- **Influence Change:** The independent chair will attend the bi-monthly Gold Group meetings and, with the panel, will co-chair the quarterly Scrutiny and Advisory panel meeting.
- **Creative Campaigns:** Participate as the vision behind the Canteen relaunch takes place, creating a workable and enjoyable space for all.
- Continue to build our internal and external community engagements.
- **Confront:** Continue to be a voice in the community.

Outcomes and Best Practice Year 2/The importance of Co-production

- In Year 2, a new phase of collaborative co-production was initiated, bringing together academia and community advocates to work in partnership.
- The Independent Panel co-produced the agenda, content, and template for the inaugural Diverse Women's Leadership & VAWG partnership in collaboration with the University of Suffolk, Anglia Ruskin University, Suffolk County Council, the Police and Crime Commissioner, and Suffolk Constabulary. This leadership workshop, led by Dr. Mirna Guha, Senior Research Fellow at the Institute for Social Justice and Crime. The UKPRP Vision Research Event featured national experts in policy, practice, and those sharing lived experience as a leader.
- At the invitation of the National Police Chiefs' Council and the College of Policing, the Independent Chair delivered a seminar at the inaugural Police Race Action Plan Conference, offering insights from the perspective of a Scrutiny and Advisory Group, with the Policing Minister in attendance. This discussion has since been highlighted as a best practice in the subsequent report, booklet, and public-facing national video.
- The Independent Panel engaged in over 97 interactions, which included attending the Scrutiny and Advisory PRAP quarterly meetings, the Bi-Monthly Gold Group Meeting, and conducting internal consultations with HR. Additionally, the panel participated in Police Race Action Plan sharing events, co-produced the Black Community Engagement Strategy document, and served as cultural advocates for the community engagement teams, facilitating introductions and fostering engagement.
- 'Our Voice,' a collaborative initiative involving event supported by Ipswich Community Libraries, Suffolk County Council, and Suffolk Constabulary, was curated by the Independent Police Race Action Plan panel to celebrate Black History Month. The event aimed at fostering dialogue, active participation, and strengthening community policing, the event brought together diverse voices and perspectives. Among the attendees was Deputy Chief Inspector Rob Jones, the driving force behind the initiative and a committed advocate for change, whose presence underscored the constabularies dedication to being a powerful voice for positive change.

- The Independent Panel offered insight, guidance, and collaboration for the inaugural Suffolk Ethnic Minority Conference, creating an opportunity for advocacy and creative outreach. Together, they worked to transform a simple comment on a post-it note into a shared vision.
- As a creative initiative to boost school participation and interaction, the panel collaborated with the constabulary to redesign a wall in a communal space, featuring a mural that depicted the evolution of the policing through the ages.
- To maximize the effective use of time, the Independent Panel invited ten community members to the constabulary for a ‘Tea and Talk’ session, providing a platform for recipients of police interactions to engage in a courageous, knowledge-sharing conversation. The group included local dignitaries, members of academia, and individuals with a vested interest in fostering community engagement.
- The panel was invited to participate in ‘The Power of Prevention Hackathon,’ attended by over 150 community members. The event fostered discussions on key topics including funding, transparency, accountability, creativity, and change.
- The Independent Chair participated in the Academic Independent Advisory Groups sharing event, hosted by Sussex Police, to offer insightful guidance on the potential directions and opportunities for the plan beyond March 2026.

Progress

- The panel has surpassed internal and external expectations, with the Independent Scrutiny and Advisory Police Race Action Panel and Suffolk Constabulary Police Race Action Plan being recognised by the National Police Chiefs’ Council and the College of Policing as a Best Practice nationally.
- The significance of incorporating national historical context into workshops has been addressed through bespoke conferences, seminars, and workshops that offer innovative approaches to examining racial equity. These initiatives foster emotionally intelligent discussions designed to safeguard the well-being of both the recipient and the deliverer, ensuring a respectful and constructive exchange of perspectives.
- Community-led conversations shaped the co-produced Black Community Engagement Strategy Policy, which, supported by Cultural Advocates, is set to show strong progress in Year 3.

Learning and Opportunities for Scope Adjustment

Learning:

- The Independent Chair established the primary mandate to maintain oversight at the national level while also interpreting and guiding the development of tailored local policy initiatives.
- **Qualitative and Quantitative Data:** The panel’s position has been reinforced and enhanced through strategic partnerships established with the University of Suffolk, Human Resources, and the Constabulary Data Analyst.
- Suffolk Constabulary demonstrated a commitment to transparency by providing detailed reports, responding comprehensively to inquiries, and ensuring the presence of all relevant departments at meetings to address the panel’s questions thoroughly.

Opportunities for Scope Adjustment

- **Structure:** The original framework was derived from a Police Race Action Plan under review. A pause was necessary to distinguish between Scrutiny and Advisory functions, allowing the panel sufficient capacity to expedite a process that ultimately positioned the Suffolk Police Race Action Plan as a model of best practice.
- **Funding:** The initial budgeted funding was for four members; however, the decision for an additional member has been pivotal to the plan’s success. This fifth member, a respected local advocate, contributes an exceptional breadth of knowledge, strategic insights, expansive professional networks, and deep-rooted community relationships that have significantly strengthened the initiative’s impact and sustainability.
- **Proposal:** For the year from April 2026 to March 2027, we suggest formally separating the two actions of the panel, with resources and funding allocated to acknowledge and compensate the panel’s work.



SUFFOLK POLICE RACE ACTION PLAN APRIL 2024 - MARCH 2026

*Prepared and Presented by Independent
Scrutiny and Advisory PRAP Panel*

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