

The Rt Hon Shabana Mahmood MP
Home Secretary
Home Office
2 Marsham Street
London

Our ref:TP/FC17

22 October 2026

Dear Home Secretary

RE: An inspection of the police's role in safety advisory groups: planning for major public events

Thank you for the opportunity to comment on this national thematic report into safety advisory groups, which examined how effectively police forces plan for and manage public safety at major public events, including how they assess risk and work with safety advisory groups.

There were eleven recommendations affecting police forces, in relation to strengthening arrangements for event safety, including safety advisory group training and attendance, command arrangements, intelligence and risk assessment, impact assessments, and the appropriate funding of policing at public events. Suffolk Constabulary accepts these recommendations and has provided a formal response. This response is attached and will also be published on my website; the Constabulary has either implemented these recommendations or is working towards full implementation.

The update outlines the actions completed to date and the plans in place to ensure robust and effective planning and response to major public events. I will continue to monitor progress through my Accountability and Performance Panel meetings, my office attendance at relevant internal meetings, and through my regular meetings with the Chief Constable.

Yours sincerely



Tim Passmore, Police and Crime Commissioner for Suffolk



Response to HMICFRS' report: [An inspection of the police's role in safety advisory groups: planning for major public events - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#), September 2026

In September 2026, HMICFRS published the national thematic report into safety advisory groups, which examined how effectively police forces plan for and manage public safety at major public events, including how they assess risk and work with safety advisory groups.

The report made a total of 37 recommendations, 11 of which were for police forces. The recommendations for forces focus on strengthening arrangements for event safety, including safety advisory group training and attendance, command arrangements, intelligence and risk assessment, impact assessments, and the appropriate funding of policing at public events.

Recommendation 8

By 31 August 2027, all chief constables should provide specific safety advisory group training for police safety advisory group attendees who aren't public order public safety trained.

The Constabulary recognises the importance of ensuring that all police representatives attending safety advisory groups understand the purpose of the group, the scope of the police role, relevant legal considerations and their individual responsibilities, irrespective of whether they are trained in Public Order and Public Safety.

Delivery of the full recommendation is linked to the national training product to be developed by the College of Policing (Recommendation 7) by 31st August 2027. Once this product is available, the Constabulary will review it promptly and incorporate it into its local training and briefing arrangements. In the interim, local guidance will be developed for police safety advisory group representatives who do not hold Public Order and Public Safety accreditation. This will provide an initial framework for attendance and decision-making pending the introduction of the national training product.

Recommendation 9

With immediate effect, all chief constables should satisfy themselves that their officers always use the crowd and event safety template when they engage with event organisers.

The Constabulary's initial assessment in response to this recommendation has identified that our use of the College of Policing crowd and event safety template is not yet consistent. Following publication of the inspection report, the requirement to use the template where applicable has been communicated to all Public Order and Public Safety commanders and event single points of contact.

The Operational Support team are reviewing how use of the template can be made more accessible, consistently incorporated into event-planning arrangements, and subject to proportionate monitoring. This will include establishing an assurance mechanism through which the Constabulary can demonstrate that the template is being used whenever officers engage with event organisers.

Recommendation 12

By 31 March 2027, all chief constables should satisfy themselves that the demands on gold commanders are manageable and support public safety, especially where public safety events and other responsibilities happen concurrently.

Our initial assessment provides assurance that existing arrangements substantially meet the requirements of this recommendation.

The recruitment, availability, and deployment of Public Order and Public Safety Gold commanders are regularly considered through the Operational Support Governance Board. Horizon scanning is used to identify forthcoming demand and support planning for anticipated changes in commander availability.

The Constabulary also benefits from a Section 22 collaboration agreement that enables Public Order and Public Safety Gold and Silver commanders to operate across the Norfolk and Suffolk force areas. This provides additional resilience where public events coincide with other operational responsibilities.

The Constabulary will continue to monitor Gold Commander capacity, availability and resilience through established governance arrangements, with particular attention to periods of concurrent demand, to ensure sufficient command capability is maintained to meet foreseeable operational requirements.

Recommendation 14

By 31 August 2027, all forces should have a documented handover protocol between the police and event organisers for command responsibility for all public events. This should state that forces may need to take command, to meet the core responsibilities of the police under common law (long-standing custom, based on previous legal cases).

Existing arrangements already reflect the need for effective command handovers within the planning of events operating under a formal POPS command structure. However, the Constabulary recognises the need for these arrangements to be documented consistently and extended to public events where no formal Public Order and Public Safety command structure is in place.

A formal handover protocol will be developed, clearly defining the distinction between the responsibilities of event organisers and the core responsibilities of the police. It will also set out the circumstances in which the police may need to assume command in order to discharge their responsibilities under common law.

The requirement for effective command handovers will be reinforced with Public Order and Public Safety commanders and incorporated into relevant tactical and operational plans. Complementary guidance will also be developed for event single points of contact supporting public events without a formal Public Order and Public Safety command structure, ensuring a consistent approach across all

relevant events. The Constabulary intends to implement and embed these revised arrangements from January 2027, ahead of the national deadline of 31st August 2027.

Recommendation 19

By 31 August 2027, all chief constables should take steps to make all intelligence products and risk assessments for public events, including football fixtures, comply with the refreshed College of Policing guidance for intelligence management. They should have robust quality assurance checks for processes using artificial intelligence technology.

Full implementation of this recommendation is dependent upon the College of Policing publishing its refreshed intelligence-management guidance (Recommendation 18) by 31st August 2027. Once issued, the Constabulary will assess current intelligence products, event risk assessments, and associated quality-assurance arrangements against the revised national guidance.

Pending publication of this guidance, the relevant learning from the HMICFRS inspection report, including the expectations relating to intelligence products for public events and football fixtures, has been communicated to dedicated football officers and event-planning teams.

The Constabulary will also ensure that any process within scope that uses artificial intelligence technology is identified and considered against the quality-assurance requirements contained within the refreshed guidance. The current documentation does not establish whether any such process is presently being used, so this element will require explicit confirmation as part of the implementation work.

Recommendation 20

By 31 March 2027, all chief constables should make sure a force intelligence representative attends safety advisory groups for those public events where a formal intelligence command structure is in place and shares any risk assessment in line with information sharing protocols.

The Constabulary recognises that arrangements for intelligence representation at safety advisory groups need to be applied consistently when a formal intelligence command structure is in place. For relevant Public Order and Public Safety events, the Silver Commander will be responsible for ensuring that an appropriate force intelligence representative is nominated to attend the safety advisory group and that any event risk assessment is shared in accordance with the applicable information-sharing protocols.

For football-related safety advisory groups, the Dedicated Football Officer will continue to provide the intelligence function unless the circumstances of the event require a different or additional representative.

The requirement will be incorporated into the planned learning and communication package for Public Order and Public Safety commanders. A proportionate means of recording attendance and the presentation or sharing of relevant risk assessments will also be established to support ongoing assurance.

Recommendation 22

By 31 August 2027, all chief constables should make sure their forces complete community impact assessments, business impact assessments and people impact assessments for events on a proportionate basis, in line with College of Policing guidance.

Community impact assessments are currently undertaken at a local level where identified as necessary. The Constabulary recognises, however, that community, business and people impact assessments are not yet consistently incorporated into event-planning arrangements on a proportionate basis.

Full implementation will be informed by the amendments that will be made by the College of Policing to the national Public Order and Public Safety Authorised Professional Practice (Recommendation 21) by 31st August 2027. Once the updated guidance is available, the Constabulary will review its arrangements and communicate the requirements to Local Policing Commanders, Local Policing teams, Public Order and Public Safety Commanders, and other relevant event-planning personnel.

Pending publication of the refreshed Authorised Professional Practice by the College of Policing, the Constabulary will reinforce the expectation that existing impact-assessment arrangements are considered as part of event planning where relevant and proportionate.

Recommendation 24

By 31 March 2027, all chief constables should make sure the silver public order public safety commander (or their nominated deputy) attends all safety advisory groups that consider the events they command.

Existing practice substantially meets the requirements of this recommendation. Silver Public Order and Public Safety Commanders, or an appropriately nominated deputy, routinely attend the safety advisory groups considering events for which they hold command responsibility, with their involvement recorded within the relevant public order log.

In response to the findings of the HMICFRS inspection, the Constabulary will reinforce this expectation with its cadre of Silver Commanders. This requirement will also be included within the planned learning and communication package for Public Order and Public Safety commanders. Compliance will continue to be recorded through the relevant event-planning and command documentation.

Recommendation 27

With immediate effect, all police forces should decline any payment from private individuals or companies for the provision of police services at public events unless it complies with section 25 of the Police Act 1996.

The Constabulary is reviewing its current arrangements to provide assurance that any payments accepted from private individuals or organisations for the provision of police services at public events are made in accordance with section 25 of the Police Act 1996. Should any arrangement be

identified that falls outside the statutory framework, appropriate action will be taken promptly to address this.

Going forward, the provision of police services at public events will be required to comply with the relevant Special Police Services arrangements and associated requirements. This expectation will be clearly communicated to relevant commanders, event planners and business areas to support a consistent and compliant approach across the Constabulary.

Recommendation 31

By 31 August 2027, all chief constables should have the events portal available on their force website. They should submit relevant information and intelligence, collected via the portal, to the National Police Coordination Centre strategic intelligence and briefing team.

Initial contact has been made with the National Police Coordination Centre strategic intelligence and briefing team to clarify the arrangements for accessing and implementing the national events portal.

Once those arrangements have been confirmed, the Constabulary will make the portal accessible through its public-facing website and take appropriate steps to promote awareness and encourage its use. Implementation arrangements will also ensure that relevant information and intelligence received through the portal is appropriately assessed and, where required, submitted to the National Police Coordination Centre strategic intelligence and briefing team in accordance with the national process.

Recommendation 33

By 31 March 2027, all chief constables should make sure their force uses the new National Police Coordination Centre events risk matrix in operational planning for all public events.

The Constabulary currently uses established events, football, and counter-terrorism risk matrices to support the assessment of risk and inform the planning of relevant events. These arrangements provide an established framework for assessing event-related risk pending the development of the new National Police Coordination Centre events risk matrix under Recommendation 32.

Once the national events risk matrix has been published, the Constabulary will review and adopt it for operational planning for all public events within scope. Its introduction will be communicated to relevant planning teams and incorporated into our local event-planning arrangements.