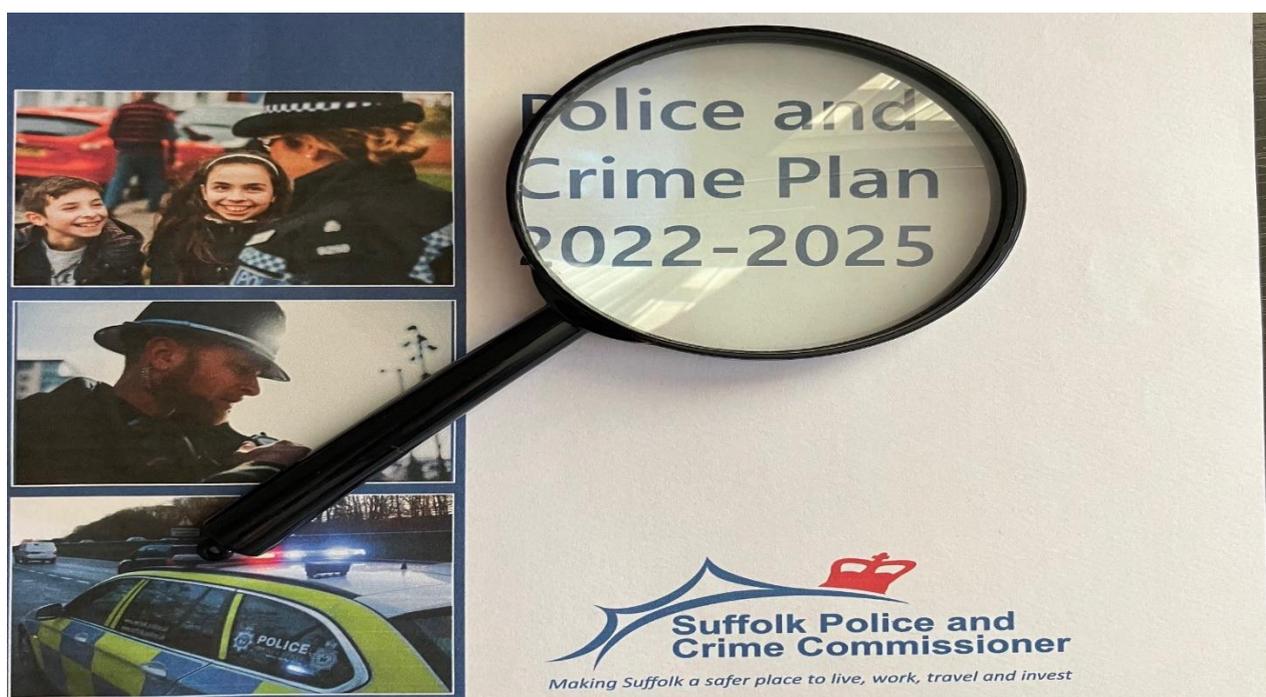


# Suffolk Police and Crime Panel

## Annual Report

### January 2022 – April 2023



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## 1. FOREWORD FROM THE CHAIRMAN

- 1.1 I am pleased to present the 10<sup>th</sup> Annual Report of the Suffolk Police and Crime Panel (PCP). Whilst previous reports have covered a calendar year, this report covers the Panel's activities from January 2022 to April 2023, enabling future reports to cover a municipal year, and hence better align with the annual re-appointment to the Panel.
- 1.2 The Panel was established in 2012 in compliance with the Police Reform and Social Responsibility Act 2011 and has a statutory responsibility to provide both challenge of and support to the Suffolk Police and Crime Commissioner (PCC) regarding his strategic actions and decisions made.
- 1.3 The Panel plays a vital role in supporting the PCC in the effective exercise of his duties and has continued to benefit from a constructive and positive working relationship with the PCC and his office, to whom we extend our thanks for their engagement at Panel meetings, and timely and transparent provision of information requested by the Panel.
- 1.4 From January 2022 the Panel reverted to meeting in person, having previously been forced to work remotely as a result of the Covid-19 pandemic.
- 1.5 The priority of the Panel during the period of this report has continued to be the scrutiny of the strategic actions and decisions of the PCC, whilst maintaining a focus on the priorities in the PCC's refreshed Police and Crime Plan for 2022-25, on which the Panel was consulted.
- 1.6 Since being re-elected as Chairman in July 2022, I have worked with Panel Members and the support officer to develop the Panel's forward work programme and enhance the strong working arrangements that exist with the PCC and his Office. In particular the Panel has taken the decision to align much of its work programme with that of the PCC's Accountability and Performance Panel, thus avoiding duplication of effort wherever possible, whilst at the same time maintaining scrutiny of the work and functions of the PCC.
- 1.7 I would like to take the opportunity to put on record my thanks to Stuart Palmer, who served as Independent Co-opted Member of the Panel from October 2018 to October 2022; his contribution to the Panel during that time was much appreciated. Stuart has been replaced on the Panel by Andy Stevenson, who we welcomed as a new Independent Co-opted Member from October 2022.
- 1.8 Finally, I would like to extend my personal thanks to Panel members for their dedication and commitment in conducting the Panel's statutory functions which, in turn, help to deliver an effective and efficient policing service for local people.



**Councillor Mark Jepson**  
*Chairman of the Suffolk Police and Crime Panel*

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The [Suffolk Police and Crime Panel](#) is a joint committee, established according to Schedule 6, Part 2, clause 4(5)(b) of the [Police Reform and Social Responsibility Act 2011](#) and is responsible for supporting and challenging the [Police and Crime Commissioner](#) (PCC).
- 2.2 The PCC has responsibility for setting the direction, objectives and budget of the Suffolk Constabulary, and for holding the Chief Constable to account. The Police and Crime Panel's role is to scrutinise and support the performance of the PCC over a range of policy areas, including the delivery of his [Police and Crime Plan](#).
- 2.3 The Police and Crime Panel has 13 members in total, comprising:
- four county councillors;
  - seven representatives from Suffolk's District and Borough Councils; and
  - two independent co-opted members.
- 2.4 The Panel is politically balanced, with the 11 local authority councillor representatives appointed to achieve political proportionality across Suffolk. Together with the two independent co-opted members, Panel members reflect the breadth of the communities in Suffolk.
- 2.5 The key functions of the Panel are:
- to review the PCC's Police and Crime Plan;
  - to scrutinise the PCC in his delivery of the Police and Crime Plan;
  - to request any necessary information from the PCC on decisions he has taken;
  - to review and report on the appointment of the Chief Constable and other senior appointments – the Panel has powers to veto the appointment of the Chief Constable;
  - to review the Commissioner's proposed police precept – the Panel has powers to veto the precept;
  - to scrutinise the PCC's annual report; and
  - to consider complaints against the PCC.
- 2.6 Further information is available on the Panel's website at: [Suffolk Police and Crime Panel](#).

### 3. PUBLIC SCRUTINY OF THE POLICE AND CRIME COMMISSIONER

- 3.1 Police and Crime Commissioners (PCCs) are ultimately accountable to the electorate, with elections every 4 years. The last election was held in May 2021 (deferred from May 2020 as a result of the Covid-19 pandemic).
- 3.2 PCCs set the direction and the budget for local policing. This includes:
- setting the strategic direction and accountability for policing;
  - working with partners to prevent and tackle crime and re-offending;
  - invoking the voice of the public, the vulnerable and victims;
  - contributing to the resourcing of the policing response to regional and national threats; and
  - ensuring value for money.
- 3.3 The PCC undertakes engagement activities to capture the views of the people of Suffolk on policing, crime, and anti-social behaviour issues, and whether they feel the police provide value for money. This public engagement includes all sectors of society, public sector partners, victims of crime and businesses.
- 3.4 The PCC holds a series of public forums in each District/Borough Safer Neighbourhood Team area across the County, which are publicised on his [website](#), and which are regularly attended by members of the Panel to keep an overview of current activities. There is also ad-hoc direct engagement of the public, community groups and Councillors with the PCC. Covid-19 restrictions in 2021 had meant that much public engagement had been virtual, however the Panel was pleased to see face to face public engagements by the PCC recommence from Autumn 2022.
- 3.5 The PCC's [Accountability and Performance Panel](#) (APP) meetings with the Chief Constable have continued in 2022-23, initially via online meetings but now again meeting in person.
- 3.6 Panel members have attended the APP meetings, as observers, thereby gaining valuable insight into some of the operational challenges and key issues impacting local policing and how the PCC is holding the Chief Constable to account for addressing them. From May 2022 a public question session was introduced at the start of each APP meeting, and Panel members have taken advantage of this opportunity to contribute to the meetings. Additionally, the PCC has noted that reports submitted by the Constabulary to his APP are now more detailed, in part due to the question areas suggested by members at Panel meetings, and at the pre- and post-APP meetings with the PCC outlined at Paragraph 5.6.
- 3.7 Other scrutiny is also undertaken by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), internal and external auditors, and in the local and national media. HMICFRS reports are available to the public on the PCC's website on the [Audit and Inspection Reports webpage](#).

## 4. PANEL MEMBERSHIP

- 4.1 At its meeting on 15 July 2022 the Panel re-elected Councillor Mark Jepson as Chairman of the Panel, and Councillor Peter Gardiner as Vice-Chairman.



Cllr. Mark Jepson (Con.) (Chairman)  
East Suffolk Council



Cllr. Peter Gardiner (Lab.) (Vice Chairman)  
Ipswich Borough Council

- 4.2 From January 2022 to April 2023 the membership of the Panel was as follows:

Councillor Mark Jepson (Chairman)	East Suffolk Council
Councillor Peter Gardiner (Vice-Chairman)	Ipswich Borough Council
Councillor Peter Beer	Babergh District Council
Councillor Rob Bridgeman	Suffolk County Council
Councillor John Burns	West Suffolk Council
Councillor James Finch	Suffolk County Council
Councillor Tracey Green	East Suffolk Council
Franstine Jones	Independent Co-opted Member
Councillor James Lay	West Suffolk Council
Councillor Sarah Mansel ( <i>from May 2022</i> )	Mid Suffolk District Council
Councillor Debbie McCallum	East Suffolk Council
Councillor Caroline Page	Suffolk County Council
Stuart Palmer ( <i>to October 2022</i> )	Independent Co-opted Member
Councillor Debbie Richards	Suffolk County Council
Andy Stevenson ( <i>from October 2022</i> )	Independent Co-opted Member
Councillor Keith Welham ( <i>to May 2022</i> )	Mid Suffolk District Council

- 4.3 Officer support to the Panel is provided by the host authority, Suffolk County Council, on behalf of all the Suffolk local authorities. The additional costs incurred in supporting the Police and Crime Panel are funded from a specific Home Office grant made available for this purpose.

## 5. THE PANEL'S ACTIVITIES AND ACHIEVEMENTS IN 2022-23

- 5.1 Between January 2022 and April 2023 the Police and Crime Panel held eight public meetings.
- 5.2 The Panel continued the practice, first introduced in July 2016, of having a public participation session at the start of every meeting, allowing for any Suffolk resident to speak briefly on a matter relating to the agenda. From May 2022 this changed to a public question session, allowing any Suffolk resident to ask a question of the Panel at the start of each meeting.
- 5.3 Details of the formal meetings and the agendas and papers for them are available online on the [PCP Reports and Minutes](#) page.
- 5.4 In addition to the formal Panel meetings, the Panel held a number of informal workshops with invitations sent to both members and substitute members of the Panel. The informal workshops focused primarily on scoping the key focus areas for the upcoming Panel meeting, briefing members on the subject matter to assist in their preparation, and highlighting any key points to bring to the attention of the PCC's office prior to the meeting.
- 5.5 There have also been several other meetings during the year involving one or more Panel members, such as planning and briefing meetings with the Chairman, Vice-Chairman and support officer, and informal meetings between the Chairman and the PCC.
- 5.6 Panel members and the support officer attended, as observers, each of the PCC's [Accountability and Performance Panel](#) public meetings with the Chief Constable. Additionally, following discussion with the PCC's office, post-APP de-briefs were introduced during 2022/23 to feed back to the PCC on his scrutiny of the Chief Constable and to give a heads-up on likely areas of questioning when the reports come through the Panel, with the first such meeting held following the July 2022 meeting of the APP. From September 2022 a pre-meeting was introduced prior to each APP meeting between the Chairman and PCC to enable the Chairman to feed in areas of questioning the Panel would like to see included in the PCC's scrutiny of the Chief Constable. The Panel hopes that this initiative provides helpful support to the PCC in his scrutiny of the Chief Constable.
- 5.7 Panel members and the support officer have also attended national and regional conferences and local network meetings, as well as meetings with the neighbouring Norfolk Police and Crime Panel to discuss best practice and to observe another Panel's meetings. These have provided an opportunity to share ideas with another Panel and to increase knowledge and understanding of key issues and national developments. The Panel intends to contact other Police and Crime Panels in the future.
- 5.8 The Panel's key activities and achievements from its meetings between January 2022 and April 2023 are summarised below.

## January 2022

- 5.9 The Panel agreed to support the **PCC's proposal to increase the policing precept** by £9.99 (4.2%) per annum for a Band D property in 2022/23, recognising that much of this additional spend would be invested in improving the Contact and Control Room (CCR) and the 101 Service, and the Panel looked forward to seeing the results of improved public and victim engagement and communication.
- 5.10 The precept increase was needed to enable the Constabulary to keep up with the changing patterns of crime in the County and increased demand for the 999 service and communication in general. The investment would enable calls to 101 to be triaged to assist swift resolution of issues, as well as a faster answering service and increased ability to keep in touch with the victims of offences.
- 5.11 To see for itself the upgrades in progress, the Panel visited the CCR on 8 September 2022, and was very impressed with the improvements being made as a result of the investment.
- 5.12 The Panel's reasons for approving the increase in the PCC's precept are set out in the [Panel's Report](#) available on the County Council website.
- 5.13 The Panel also reviewed the draft **PCC Police and Crime Plan for Suffolk 2022-2025**. The Plan sets out the future of policing for the next three years and is the result of extensive consultation. The Panel's [formal report](#) on the draft Plan to the PCC, incorporating the points made by Panel members during the discussion, can be found on the County Council's website.
- 5.14 The Panel considered an update from the PCC on the work taking place to tackle **cybercrime** in Suffolk.
- 5.15 The Panel approved for publication its [Annual Report for 2021](#) which summarised the Panel's activities and associated outcomes between January and December 2021.

## March 2022

- 5.16 The Panel concluded its review of **Police and Crime Plan 2017-2021 Objective 3: Roads Policing and Road Safety**, with an update on the recommendations arising from the review, which was undertaken via a Task and Finish Group of the Panel. The Panel welcomed both the PCC and the Council's Transport, Travel and Safety Manager to the meeting, to update Panel members on actions taken as a result of the Panel's recommendations.
- 5.17 The Panel reviewed **Police and Crime Plan 2022-2025 Objective 2**: "Provide services which effectively support victims of crime and invest in initiatives which reduce crime and disorder", exploring the **public perception** of the Constabulary and steps the PCC was taking to improve this. In a wide-ranging debate, the Panel discussed a number of areas with the PCC, including the use of stop and search, victim satisfaction rates and the dedicated Chief Inspector role intended to explore better public engagement.

## May 2022

- 5.18 On 27 May 2022 the Panel held a **Confirmation Hearing** for the appointment of a new **Chief Finance Officer** for the OPCC. The Panel agreed unanimously to recommend to the PCC that the candidate, Colette Batson, should be appointed to the role of Chief Finance Officer to the PCC. The Panel's [formal report](#) recommending the appointment can be found on the County Council's website.

## July 2022

- 5.19 Councillor Mark Jepson was re-elected as **Chairman** for the 2022/23 municipal year and Councillor Peter Gardiner was re-elected as **Vice Chairman**.
- 5.20 The Panel received a report setting out the process for recruiting a new **Independent Co-opted Member** of the Panel, and subsequently agreed the approach.
- 5.21 The Panel considered the PCC's scrutiny of the Chief Constable on **tackling serious violence**. Whilst an increase had been seen over the past year compared with the previous year, the Covid-19 pandemic had impacted the figures, and the PCC explained that when looking back further, there had been a drop in serious violence. The Panel asked its Chairman to write to all Suffolk Chief Planning Officers recommending that a policy be introduced to consult with Suffolk Constabulary's Design Out Crime Officers on all planning applications for major housing developments at an early stage, to ensure that proposals would positively impact on crime prevention objectives.
- 5.22 Next the Panel considered the PCC's scrutiny of the Chief Constable on tackling **neighbourhood crime and anti-social behaviour**. The PCC advised that it was not just young people who were involved in anti-social behaviour, and stressed the need for a multi-agency approach and more focus on what could be done collectively. The PCC was asked to report back to the Panel on the Constabulary's investment in Anti-Social Behaviour Problem Solving Officers, and the detection of additional residential burglary offences assisted by Operation Converter.
- 5.23 Also at this meeting the Panel considered the PCC's scrutiny of the Chief Constable on **supporting children and young people**. The Panel asked the PCC to update them on progress with the Philomena Protocol, including initiatives to stop children going missing, and how the information obtained during Return Home Interviews conducted under the Protocol was used to safeguard the child from future missing episodes.

## October 2022

- 5.24 The Panel ratified the appointment of Andy Stevenson as **Independent Co-opted Member** of the Panel in accordance with the '[Panel Arrangements](#)'.
- 5.25 The Panel reviewed **Police and Crime Plan Objective 1**: "An efficient and effective police force for Suffolk". In a discussion based around diversity and "**Policing Difference**", the Panel questioned the PCC on a range of issues, with the main focus being on the disproportionate use of coercive police powers on Black people, and the effect this had on Black peoples' trust and confidence in

the police. The Panel asked the PCC whether the reasons behind this could be included in the next APP report on Police Use of Coercive Powers.

- 5.26 The Panel reviewed and commended the **PCC's Annual Report 2021-22** and [the Panel's response to the PCC's Annual Report 2021-22](#) is available on the County Council's website.
- 5.27 The Panel also questioned the PCC on the 2022-23 **financial position** and received an update on the use of precept funds. The Panel asked the PCC whether analysis from the Constabulary on what was driving the increase in the 999 call volume could be included in the next APP report on Managing Calls for Assistance.
- 5.28 The Panel reviewed its own **Rules of Procedure and Panel Arrangements**, and made a number of recommendations for changes to these, to ensure they remained up to date and fit for purpose. The documents were updated to reflect the current practice of the Panel, for example in regard to the length of term of Independent Co-opted Members, and requiring Members to be present for the whole of the consideration of the annual policing precept and confirmation hearings in order to be able to vote on these. All changes recommended by the Panel were approved by the Suffolk Public Sector Leaders.

### **December 2022**

- 5.29 On 2 December 2022 the Panel held a **Confirmation Hearing** for the appointment of a new **Chief Constable**. The Panel agreed unanimously to recommend to the PCC that the candidate, Rachel Kearton, should be appointed to the role of Chief Constable of Suffolk Constabulary.

### **January 2023**

- 5.30 The Panel supported the PCC's **proposal to increase the policing precept** by £14.94 (6%) per annum for a Band D property in 2023/24. Whilst Members acknowledged that it was difficult to support increases in taxation at a time when peoples' finances were stretched, it was crucial that the Constabulary continued to deliver a good service to the public and to develop the way it delivered that service. The public wanted greater visibility and accessibility of officers, and that was what the proposed precept increase was attempting to provide.

### **March 2023**

- 5.31 The Panel reviewed **Police and Crime Plan Objective 2**: "Provide services which effectively support victims of crime and invest in initiatives which reduce crime and disorder", questioning the PCC on his functions to deliver **community safety and crime reduction**, and to allocate grants and commission services to **support the Constabulary and victims of crime**. Question areas included how the PCC might attract more grant applications from around the County and measuring the value achieved of projects funded.
- 5.32 The Panel reviewed **Police and Crime Plan Objective 3**: "Engage with communities to understand their views about policing and crime and inform and update them about the work of the PCC and the Constabulary", exploring with the PCC progress made in achieving his strategic objective to **engage with**

**communities.** Areas of questioning and discussion during this session included improving confidence and satisfaction with the Force, increasing public attendance at his engagement events, and ensuring hard to reach groups were aware of any opportunities to meet with the PCC and/or CC.

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## 6. PANEL LEARNING AND DEVELOPMENT

- 6.1 Panel members, both new and existing, are provided with learning and development opportunities to enable them to effectively scrutinise the actions and decisions of the PCC and provide support and challenge to the Commissioner in the exercise of his functions. This includes the provision of training sessions covering governance arrangements in policing and crime, the Panel's statutory powers and duties, key stakeholders and relationships, and running an effective Panel.
- 6.2 The Panel holds informal workshops throughout the year, in preparation for forthcoming public meetings. These are open to both members and substitute members, ensuring that there is a good framework for all members to be kept up to date on recent developments and to have the opportunity to contribute directly to the planning and scoping of the Panel's forward work programme.
- 6.3 Panel members and substitute members are regularly updated about PCC and Panel-related issues, including national and local developments and at the PCC's meetings. The membership of the Panel provides a good mix of skills and expertise and a knowledge of local policing issues from across the County.
- 6.4 In January 2022 the Chairman, support officer and a further Panel member attended a Home Office stakeholder engagement event to assist in informing the content of a new "good governance" training package for Police and Crime Panels. This was an excellent opportunity for Panel members and support officers to advise the Home Office of their key learning needs. Subsequent to this, five members of the Panel attended the first sessions of the newly developed Good Governance webinars being rolled out by the Home Office.
- 6.5 The Panel's support officer and two members of the Panel attended the LGA webinar for Police and Crime Panels on Tuesday 27th September 2022. The webinar covered topics including the key issues arising from the Home Office PCC Review, and a presentation from the Association of Police and Crime Commissioners.
- 6.6 Following the Panel's approval of the 4.2% policing precept increase for 2022/23, much of which was to be invested in improving the Contact and Control Room (CCR) and the 101 Service, the Panel visited the CCR on 8 September 2022, and was very impressed with the improvements being made as a result of the investment.
- 6.7 The Chairman, support officer and two members of the Panel attended the Eleventh Annual National Conference for Police, Fire and Crime Panels in November 2022. This year's conference was held in person and focused on

changing the culture of policing. The conference also provided a variety of interactive workshops focusing on good practice and panel development, including being a critical friend, the financial impact of policing and measuring panel performance.

- 6.8 On 13 February 2023 the OPCC's Head of Commissioning and Governance attended the Panel's informal workshop to give Members an overview of the PCC's commissioning responsibilities, covering how funding works, what is currently being funded and areas for development. This assisted the Panel in setting the key lines of enquiry for its review of Objective 2 of the PCC's Police and Crime Plan in March 2023.
- 6.9 During the year, the Panel continued its membership of the Eastern Region Police and Crime Panels Network, alongside the seven other PCPs in the region, and attended meetings to discuss key issues and share best practice.
- 6.10 The Panel also continues to be a member of the National Association of Police, Fire and Crime Panels. The Association provides a common voice for Panels across England and Wales and the opportunity to share good practice in creating guidance or other support materials. It also provides a forum for a collaborative discussion on issues relating to and impacting on the role and operation of Police and Crime Panels.
- 6.11 From January 2023, following each meeting the Chairman has sent a short synopsis of the business considered, together with some detail around the Panel's purpose and how often it meets, to each district and borough council Member of the Panel for them to use in their "outside bodies" reports to their individual councils. We hope this will further publicise the work of the Panel and provide useful background information for district/borough councillors with an interest in joining the Panel.

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## **7. THE PANEL'S FINANCES AND VALUE FOR MONEY**

- 7.1 For 2021/22 and 2022/23 a Home Office grant of up to £65,260 provided the finance to Suffolk County Council to cover the costs of the maintenance of the Police and Crime Panel for Suffolk, including:
  - staffing support to the Panel;
  - specialist professional advice and support;
  - meeting management;
  - financial administration and management;
  - website management and updates;
  - Members' expenses, Chairman's allowance, Independent Co-opted Member attendance allowances; and

- Conference attendance fees and subscription to the Eastern Region Police and Crime Panel Network.
- 7.2 As part of the Home Office agreement, Suffolk County Council is required to submit half yearly returns detailing progress against KPIs in achieving outcomes and targets, including how value for money is being achieved.
- 7.3 The Key Deliverables, as set out in Schedule 1 of the Grant agreement, are:
- That there is a Police and Crime Panel for the police area able to carry out its scrutiny functions and responsibilities as set out in the Police Reform and Social Responsibility Act 2011.
  - Panels continue to fulfil their statutory responsibilities, meeting in public and making necessary reports on PCCs' decisions and actions.
  - Panels continue to provide effective local scrutiny of the PCCs and ensuring transparency to the public.
- 7.4 Suffolk Police and Crime Panel's work has continued to be focused around:
- Nominally quarterly formal public meetings but with considerable informal preparatory work and stakeholder interaction scheduled around these, including informal workshops and member task and finish groups where appropriate;
  - Regular statutory reviews including the PCC's annual precept, the PCC's Annual Report, and any formal variation to the PCC's Police and Crime Plan;
  - Regular scrutiny reviews of the PCC's Police and Crime Plan Objectives;
  - A focus on major scrutiny themes such as the effectiveness of public engagement by the PCC, use of coercive police powers, and victim satisfaction rates.
- 7.5 The PCC attends every public meeting of the Panel to respond to questions, accompanied by relevant staff appropriate to the items being discussed, and the Panel makes comments and recommendations on reports as appropriate. In its consideration of all reports, the Panel questions the PCC in relation to his strategic role and provides challenge and support as appropriate. Particular emphasis is placed on scrutiny of the success of the PCC in achieving the objectives set out in his Police and Crime Plan. The Panel focuses an item at each meeting on one of the PCC's four strategic objectives:
1. An efficient and effective police force for Suffolk;
  2. Provide services which effectively support victims of crime and invest in initiatives which reduce crime and disorder;
  3. Engage with communities to understand their views about policing and crime and inform and update them about the work of the PCC and the Constabulary; and
  4. Work in partnership to improve criminal justice outcomes and enhance community safety.
- 7.6 Members of the public are invited to attend all meetings of the Panel held in public and are able to access the [agenda, reports and minutes](#) on the County

Council's website. There is also a [public participation session](#) at the beginning of each meeting where members of the public can attend and ask a question relevant to a substantive item on the Panel's agenda. Representatives from the press often attend Panel meetings or view its proceedings online, and the Panel's work continues to receive coverage in the local media, raising public awareness and stimulating wider debate in relation to the work of the PCC.

- 7.7 The Panel maintains a forward Work Programme which is published with the agenda and papers for each formal Panel meeting and is kept under regular review at each meeting and workshop session. The forward Work Programme provides a published record of the Panel's delivery plans.
- 7.8 All reports and papers for Panel meetings are published in advance of the meeting, with the exception of any material that is sensitive or confidential as set out in Schedule 12(A) of the [Local Government Act 1972](#).
- 7.9 An Information Bulletin is also included with the papers for each meeting providing information on matters of interest to the Panel and ensuring that agenda time is used to best effect in focusing on matters for scrutiny. Regular items for inclusion in the bulletin include an update on the PCC's decisions since the previous meeting and an update from the PCC's Accountability and Performance Panel. The information bulletin is also used to keep a track of decisions and recommendations made at previous Panel meetings.
- 7.10 The Panel continues to deliver value for money in the following ways:
- The Chairman's Special Responsibility Allowance has been held at the same rate again in this period.
  - Substitute members are encouraged to attend informal scoping workshops, alongside other members. These meetings continue to be held remotely to ensure costs are kept to a minimum.
  - Members and substitutes are encouraged to make use of technology for reading agendas and reports. Reports also routinely include hyperlinks to more detailed information which affords members the opportunity to drill deeper into a topic area and helps to keep production costs to a minimum.
  - Professional updating is generally undertaken via electronic documents and through remote peer group networking rather than attendance at specific training events. Where members and officers attend paid-for training, the value and benefits are considered in advance and are related to the overall value to the Panel.
  - The Panel has recognised the time constraints of face to face meetings and continues to make use of regular informal workshops as an effective and efficient way of exchanging information between formal meetings and for identifying key areas of questioning to ensure that the evidence presented to formal meetings is tightly scoped and focused.
  - Panel members also attend a pre-meeting in advance of formal Panel meetings to develop an effective questioning strategy and help with management of the meeting.

## 8. THE PANEL'S FORWARD WORK PROGRAMME

- 8.1 At each formal meeting the Panel considers any updates required to its Forward Work Programme, with consideration given that:
- the matter comes within its terms of reference;
  - it is an issue which has been raised by auditors or other inspection regimes, or is the effect of new government guidance or legislation; and
  - there is an opportunity to have a positive impact and add value to the work of the PCC.
- 8.2 Looking forward into 2023/24, discussion and development of the detailed topics for consideration by the Panel in the coming year will take place at the Panel's informal workshop sessions.
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## 9. CONTACTS AND FURTHER INFORMATION

If you would like further information about the Suffolk Police and Crime Panel please visit the website at [www.suffolk.gov.uk/police-and-crime-panel](http://www.suffolk.gov.uk/police-and-crime-panel), or contact Suffolk County Council on Tel. 01473 265119, email: [committee.services@suffolk.gov.uk](mailto:committee.services@suffolk.gov.uk).

If you find any of the content of this report to be inaccessible, please contact [committee.services@suffolk.gov.uk](mailto:committee.services@suffolk.gov.uk), tel: 01473 265119, for assistance.