

Suffolk Police and Crime Panel

Annual Report 2021



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1. FOREWORD FROM THE CHAIRMAN

- 1.1 I am pleased to present the 9th Annual Report of the Suffolk Police and Crime Panel (PCP), which covers its activities during the 2021 calendar year.
- 1.2 The Panel, which was established in 2012 in compliance with the Police Reform & Social Responsibility Act 2011, maintains a 'check and balance' on the performance of the Police and Crime Commissioner (PCC) regarding his strategic actions and decisions made.
- 1.3 The Panel plays a vital role in holding the PCC to account and supporting him in the effective exercise of his duties. I would like to thank all Panel Members for their dedication and commitment in carrying out the Panel's statutory functions which, in turn, help to deliver an effective and efficient policing service for local people.
- 1.4 The Panel continues to benefit from a constructive and positive working relationship with the PCC and I am grateful to the PCC and his Office for their engagement at Panel meetings, and for providing information and updates in a timely and transparent manner.
- 1.5 In January 2021 the Panel agreed to support the PCC's proposal to increase the precept by £14.94 (6.71%) per annum in 2021-22, recognising the demands being placed on the Constabulary and also noting that there had been no progress in addressing the inequalities in the national funding formula. The Panel was assured that all would be done to ensure the money was well spent and noted the PCC's commitment to ensuring Suffolk remained a safe place in which to live, work, travel and invest.
- 1.6 During the year, the COVID-19 pandemic has continued to have a significant impact on the work of the Panel and on its meeting processes. The Panel was able to respond proactively and positively to the challenges faced and quickly migrated to 'remote' or online meetings using MS Teams, which enabled the Panel to continue to conduct its business in public and with full transparency. In May 2021, we returned to holding in person meetings in line with government guidance.
- 1.7 Throughout the pandemic, the Panel has maintained oversight of the PCC's activities to support the Constabulary's response to COVID-19, including the adjustments needed to policing due to the introduction of the Coronavirus Act 2020, and the requirements to police the Coronavirus Regulations.
- 1.8 The Panel has continued to scrutinise the strategic actions and decisions of the PCC, maintaining a focus on the key local issues and the priorities in the PCC's Police and Crime Plan.
- 1.9 Since being re-elected as Chairman in July 2021, 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.
- 1.10 I would like to take the opportunity to put on record my thanks to Andrew Eley, Senior Democratic Services Officer, who left the County Council in 2021, and

who supported the Panel admirably throughout my time as Chairman. The Panel will welcome Adriana Stapleton as our new support officer early in 2022.

- 1.11 I would also like to take this opportunity to recognise the valuable contribution made to the work of the Panel by Len Jacklin, who sadly passed away earlier this year. Len was a former councillor and served as an Independent Member of the Panel from January 2018 to March 2021.
- 1.12 We welcome Franstine Jones to the Panel as a newly appointed Independent Co-opted Member and look forward to working with Franstine in 2022.
- 1.13 Finally, I would like to extend my personal thanks to Panel members for their contribution and support throughout the year.



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 the District and Borough Councils in Suffolk; 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 communities in Suffolk
- 2.5 The key functions of the Panel are:
- To review the PCC's Police and Crime Plan;
 - To hold the PCC to account for the delivery of the Police and Crime Plan – the panel has powers to request any necessary information from the PCC on his decisions;
 - 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](#).
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3. THE POLICE AND CRIME COMMISSIONER AND OTHER PUBLIC SCRUTINY

- 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 resourcing of policing response to regional and national threats; and
 - Ensuring value for money.
- 3.3 The PCC, under normal circumstances, would undertake a wide range of 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 young people, 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 or the Panel. COVID-19 restrictions in 2021 have meant much public engagement has been virtual, however the PCC has also attended Constabulary 'Street Meet' events which comply with restrictions.
- 3.5 The PCC's 'Accountability and Performance Panel' meetings with the Chief Constable have continued in 2021 through 'remote' or online meetings.
- 3.6 Panel members have attended the Accountability and Performance Panel meetings, as observers, thereby gaining valuable insight into some of the operational challenges and key issues impacting upon local policing and how the PCC is holding the Chief Constable to account for addressing them.
- 3.7 Other scrutiny is also undertaken by Her Majesty's Inspectorate of Constabulary and Fire & 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 Membership of the Panel changed during the year, following the County Council elections in May 2021. The Panel re-elected Councillor Mark Jepson as Chairman of the Panel, and Councillor Peter Gardiner was re-elected as Vice-Chairman at the Panel's first meeting after the elections in July 2021.



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



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

- 4.2 Over the course of 2021, the membership of the Panel was as follows:

Pre May 2021 elections

Councillor Mark Jepson (Chairman)	East Suffolk Council
Councillor Peter Gardiner (Vice-Chairman)	Ipswich Borough Council
Councillor Peter Beer	Babergh District Council
Councillor John Burns	West Suffolk Council
Councillor John Field	Suffolk County Council
Councillor Brian Harvey	West Suffolk Council
Len Jacklin	Independent Co-opted Member
Councillor Debbie McCallum	East Suffolk Council
Councillor Graham Newman	Suffolk County Council
Councillor Patricia O'Brien	Suffolk County Council
Stuart Palmer	Independent Co-opted Member
Councillor Keith Patience	Suffolk County Council
Councillor Keith Welham	Mid Suffolk District Council

Post May 2021 elections

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
Franstine Jones (<i>wef October 2021</i>)	Independent Co-opted Member
Councillor James Lay	West Suffolk Council
Councillor Debbie McCallum	East Suffolk Council
Councillor Caroline Page	Suffolk County Council
Councillor Debbie Richards	Suffolk County Council
Stuart Palmer	Independent Co-opted Member
Councillor Keith Welham	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. PANEL'S ACTIVITIES AND ACHIEVEMENTS IN 2021

- 5.1 During 2021, the Police and Crime Panel held four public meetings; on 29 January, 19 March, 16 July, and 8 October.
- 5.2 As a result of the COVID-19 pandemic, in the last reporting period the Panel had established arrangements for 'remote' meetings using MS Teams. The use of MS Teams has provided an efficient and effective means for the Panel to discharge its functions and carry out its business in full during the pandemic. However, following the expiry of the Regulations allowing local authorities to hold remote meetings under Section 78 of the Coronavirus Act 2020 in May 2021, the Panel has returned to holding all its formal public meetings in person. Care has been taken to ensure that meetings are held in a way which maintains coronavirus safety, including encouraging lateral flow testing, social distancing, wearing of facemasks when moving around, and regular hand washing/sanitising.
- 5.3 The Panel has 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. During the COVID-19 pandemic, local arrangements were established to ensure that members of the public wishing to speak at meetings could continue to do so.
- 5.4 Details of the formal meetings and the agendas and papers for them are available online on the [PCP Panel Reports and Minutes](#) pages.
- 5.5 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.
- 5.6 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.
- 5.7 Panel members and the support officer attended, as observers, each of the PCC's 'Accountability and Performance Panel' public meetings with the Chief Constable.
- 5.8 Panel members and the support officer have also attended national and regional conferences and local network meetings. These have provided an opportunity to share best practice with other Panels and to increase knowledge and understanding of key issues and national developments.
- 5.9 The Chairman and three members of the Panel attended the Tenth Annual National Conference for Police, Fire and Crime Panels in November 2021. This year's conference was held in person and included keynote addresses on policy issues, including the strategic review of policing and various thematic policy seminars. The conference also provided a variety of interactive workshops focusing on good practice and Panel development.

- 5.10 The Panel's key activities and achievements from its meetings during 2021 are summarised below.

January 2021

- 5.11 The Panel considered the PCC's proposed 2021/22 precept for policing in Suffolk. The PCC advised of the increasing public demands for policing against a backdrop of poor funding settlements from the Home Office. The PCC, in asking the Panel to bear in mind the flat cash settlement from the Home Office, explained that the proposed precept was taking advantage of the Government's flexibility in allowing a maximum increase in Council Tax of 30p per week for a Band D property, equivalent to £15 per year. He stated that this had been a particularly difficult decision due to the difficult economic situation the country faced, and the hardship for many families and businesses due to the COVID-19 pandemic.
- 5.12 The PCC highlighted the cost pressures and referred to the information in the Medium-Term Financial Plan. Members questioned the PCC on a variety of matters and subsequently supported the PCC's proposal to increase the precept by £14.94 (6.71%) per annum in 2021/22 (9 votes in favour and 3 against) but, in doing so, formally raised its concerns regarding the PCC's 'Reserve Strategy', specifically the principle of increasing the precept whilst continuing to build up the level of reserves, particularly in 2021/22.
- 5.13 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.
- 5.14 The Panel also received an update report from the Police and Crime Commissioner (PCC) on his oversight of, and activities to support, the Constabulary's response to the COVID-19 pandemic, including the adjustments needed to policing due to the introduction of the Coronavirus Act 2020 and the requirements to police the Coronavirus Regulations.
- 5.15 The Panel questioned the PCC on progress made in achieving his strategic objective for responding to emergency calls and incidents as set out in his Police and Crime Plan 2017-2021. This item included scrutiny of performance of the '101' call handling function and assessment of the impact of the COVID-19 pandemic on demand.
- 5.16 The Panel received the draft of its [Annual Report for 2020](#) which summarised the Panel's activities and associated outcomes between January and December 2020.

March 2021

- 5.17 The Panel received an update report, and questioned the PCC, on the continuing impact of COVID-19 on policing and the activities being undertaken to support the Constabulary's response to the pandemic.
- 5.18 The PCC provided an update on the progress being made in the delivery of key projects within the Constabulary's national, regional and local collaboration programmes. This included detail of any efficiency savings realised and implementation of improved ways of collaborative working.
- 5.19 The Panel questioned the PCC on progress made in achieving his strategic objectives in supporting victims of crime, increasing victim satisfaction, and

promoting confidence in the police through engagement with local communities as set out in his Police and Crime Plan 2017-2021.

July 2021

- 5.20 Councillor Mark Jepson was elected as Chairman for the 2021/22 municipal year and Councillor Peter Gardiner was elected as Vice Chairman.
- 5.21 The Panel received a verbal update from the PCC on the latest developments regarding the Constabulary's response to the ongoing COVID-19 pandemic.
- 5.22 The PCC reminded the Panel of the extra investment in local policing over the last few years with the establishment of the Sentinel Team and Kestrel Teams and the recruitment of 54 officers last year and 53 in the current year from the 'Uplift' programme. He advised that the additional officers would be distributed across the whole county and by the end of the year there should be up to 1,330 full time equivalent police officers. He advised of the expanded Rural Crime Team, new Fraud Unit, additional staff in the Cyber Crime Unit and that 50 PCSOs would remain.
- 5.23 The Panel also received a verbal update on the work of the Task & Finish Group looking at road safety and speed reduction.
- 5.24 The Panel received a report setting out the process for recruiting a new independent co-opted member and subsequently agreed the approach.

October 2021

- 5.25 The Panel ratified the appointment of Franstine Jones as Independent Co-Opted Member of the Panel in accordance with the 'Panel Arrangements'.
- 5.26 The Panel received a further verbal update from the PCC on the Constabulary's ongoing response to the pandemic.
- 5.27 The Panel reviewed and commended the PCC's Annual report 2020-21 and [the Panel's response to the PCC's Annual Report 2020-21](#) is available on the County Council's website.
- 5.28 The Panel endorsed the draft PCC Succession Plan, noting the steps to be taken in the event of a PCC vacancy or incapacitation, and the legislative arrangements for the appointment of an 'acting' PCC.
- 5.29 The Panel also questioned the PCC on the 2021-22 financial position and received an update on the use of precept funds. The PCC also provided an update on the national 'Uplift' programme and the processes that underpin his decisions and victims' services commissioning.
- 5.30 The Panel questioned the PCC on how well his Police and Crime Plan objective was being achieved in respect of roads policing and road safety, including a focus on the utilisation of ANPR and the engagement with community speeding schemes and speed reduction initiatives. The Panel also endorsed the recommendations made by the Task and Finish Group on road safety.

6. PANEL LEARNING & 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 materials, presentations and meetings to discuss governance arrangements in policing and crime, the Panel's statutory powers and duties, key stakeholders and relationships, and running an effective Panel.
- 6.2 Following the County Council elections and local authority AGMs held in May 2021, the Panel has 6 new members. An induction and development session took place on 1 July 2021 for all Panel members and substitutes facilitated by Frontline Consulting. As well as providing training on the Panel's purpose, statutory requirements and powers, the session covered working effectively as a scrutiny panel and also provided an opportunity for existing members to reflect on what was going well, what has been challenging and what could be developed.
- 6.3 The membership of the panel provides a good mix of skills and expertise and a knowledge of the local policing issues from across the County. In a County which comprises both urban and rural areas, lived experience and an understanding of policing priorities from the perspective of local residents are invaluable in holding the PCC to account.
- 6.4 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 have the opportunity to contribute directly to the planning and scoping of the Panel's business and forward work programme.
- 6.5 Panel members and substitute members are regularly updated about PCC and Panel-related issues, including national and local developments and the PCC's meetings held in public.
- 6.6 The Chairman and three members of the Panel attended the national conference of Police and Crime Panels in November 2021. The conference included sessions and workshops on the following topics:
- The Home Office Review and what it means for Panels
 - The Strategic Review of Policing
 - The code of conduct
 - Roles of councillors and Police and Crime Panels
 - Domestic Violence and Abuse
 - Crimestoppers
 - Scrutinising the Commissioner – Performance Frameworks
 - Funding and future direction of Police and Fire and Rescue Services
 - The view from the other side – experience of an ex-PCP Chair and current PCC;
 - Complaints Handling.

There were also “solution rooms” for Chairs and officers to share knowledge and experience on issues which colleagues could highlight in advance or on the day.

- 6.7 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.
- 6.8 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.
- 6.9 In December 2020, the Panel agreed to broaden its approach to effective scrutiny through the use of Task & Finish groups. In early 2021, the Panel established a Group to focus on road safety and speed reduction. The Group consists of two Panel member ‘champions’ and is supported by the Panel’s support officer. It broadly operates around the following framework:
- Why is the Panel looking at this issue?
 - Who is the Panel trying to influence?
 - What is the question the Panel is trying to answer?
 - What outcomes can be expected?
 - How will the Panel know it has made a difference?
- 6.10 The Group has met on three occasions during the year, including meetings with key partners from the OPCC, Constabulary, and Suffolk County Council. The Group presented an interim report to the full Panel in July 2021 and a full update, together with a range of recommendations, to the Panel in October 2021.
- 6.11 In October 2021, the Panel agreed the recommendations proposed by the Task and Finish Group for referral to the PCC and other agencies as appropriate and requested an update from the outcomes of the recommendations for its meeting on 25 March 2022.
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7. PANEL'S FINANCES & VALUE FOR MONEY

- 7.1 In 2021/22, as in previous years, 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 allowance; 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 interactions scheduled around these, including via 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 local policing arrangements, road safety and speed reduction and PCC's update on the Constabulary's ongoing response to the COVID-19 pandemic.
- 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 the Police and Crime Plan. The Panel focuses an item at each meeting on one of the PCC's four strategic objectives:

- Responding to calls for urgent assistance;
- Caring about victims, communities, the local economy and our people;
- Protecting the most vulnerable people and community by preventing, reducing and solving crime and anti-social behaviour; and
- Making Suffolk Safer – an ethical and effective service with the right resources.

7.6. Members of the public are invited to attend all meetings 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 to make representations. Representatives from the press regularly attend Panel meetings, 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 and confidential as set out in the "Local Government Act 1972 – Exclusion of the Public" regulations. Copies are available online on the [PCP Panel Reports and Minutes](#) pages.

7.9 An "information bulletin" is also included with the papers for each meeting providing briefing information on matters of interest to the Panel and ensuring that the Panel's 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; an update from the PCC's Accountability and Performance Panel; a regular update on how the PCC is addressing solved rate performance for Serious Sexual Offences and Domestic Burglary; and an update on how the precept funding is being spent to support delivery of the Police and Crime Plan objectives. The information bulletin is also used to keep a track of decisions and recommendations made by the Panel at previous 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 2016/17 rate again in this period.

- Meeting papers are sent to all Panel members and substitute members to ensure that any substitute members continue to be fully conversant with the business and able to take an active and informed role.
- Substitute members are encouraged to attend informal scoping workshops, alongside other members. These meetings are now 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 the internet 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 public meetings of the Police and Crime Panel 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 the formal Panel meetings to develop an effective questioning strategy and help with management of the meeting.
- Remote meetings have achieved additional savings again in this period relating to accommodation, travel expenses and refreshments costs.

8. 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;
 - there is a significant level of public interest in the matter;
 - it is an issue which has been raised by auditors or other inspection regimes, or is the effect of new government guidance or legislation;
 - there is an opportunity to identify and promote good practice, have a positive impact, and add value to the work of the PCC.

9. PANEL'S FORWARD VIEW

- 9.1 Looking forward into 2022, in January 2022 the Panel will review and make recommendations on the PCC's draft Police and Crime Plan for Suffolk 2022-25 and consider a recommendation from the PCC regarding the proposed precept level and Council Tax requirement for 2022/23 for policing. The Panel will also receive an update on the outcomes achieved in tackling cybercrime across Suffolk and how the PCC works with other agencies on this.
- 9.2 Further discussion and development of the detailed topics for consideration by the Panel in 2022 will take place once the new Police and Crime Plan is published early in the New Year.

10. 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, or contact Suffolk County Council on Tel. 01473 265119, email: committee.services@suffolk.gov.uk.

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