

## CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 23 MARCH 2022, 1.30 PM

Sand Martin House

Contact – jane.webb@peterborough.gov.uk, 01733 452281

### AGENDA

Page No

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Meeting held on 2nd February 2022 3 - 12
4. Police and Crime Commissioner's Response to the Panel's Recommendations 13 - 14
5. Public Questions and Statements  
  
Questions must be received before 12noon on Friday 18 March 2022 to be guaranteed acceptance in accordance with the Rules of Procedure
6. Review of Complaints 15 - 16
7. Police and Crime Commissioner's Approach to Communications and Engagement 17 - 24
8. OPCC - Complaints Policy Update 25 - 32
9. Delivery of Police and Crime Plan - Forward Plan 33 - 36
10. Meeting Dates and Agenda Plan 37 - 38

*\*Members of the public wishing to submit questions or a statement to the Panel can do so by contacting the secretariat no later than 12 noon on the third working day following the publication of the meeting agenda. Further details can be found within paragraph 7, Public Participation within the rules of procedure:*



[Rules of Procedure](#)

Membership

Councillors: A Collis, S Tierney, A Bradnam, A Sharp, S Ferguson, S Warren, C Hogg, A Ali, C Daunton, A Lynn, S Bywater

Independent Co-opted Members

Edward Leigh (Chairperson)

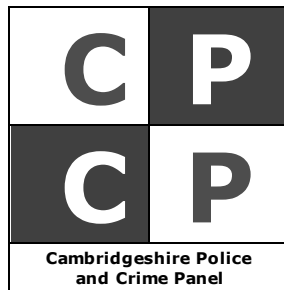
Claire George

Substitutes

Councillors: J Huffer, S Baigent, D Connor, G Wilson, T Sanderson, L Ayres, E Murphy, C Wiggin, F Whelan, H Masson

Officer Support

Jane Webb, Peterborough City Council



**MINUTES OF A MEETING OF THE  
CAMBRIDGESHIRE POLICE AND CRIME PANEL  
ON 2 FEBRUARY 2022**

**Members Present:** Edward Leigh (Chair), Councillors S Bywater, A Bradnam, A Collis, C Daunton, S Ferguson, A Sharp, S Warren, and Claire George.

**Officers Present:** Paulina Ford                      Secretariat, Peterborough City Council  
Fiona McMillan                      Monitoring Officer, Peterborough City Council

**Others Present:** Darryl Preston                      Cambridgeshire Police and Crime Commissioner  
John Peach                              Deputy Police and Crime Commissioner  
Nick Dean                                Chief Constable, Cambridgeshire Constabulary  
Jim Haylett                              Chief Executive OPCC  
Jon Lee                                    Director of Finance and Resources, Cambridgeshire  
   Constabulary  
Matthew Warren                      Chief Finance Officer, OPCC

**40. Apologies for Absence**

Apologies were received from Councillors Tierney, Ali, Hogg, and Lynn

**41. Declarations of Interest**

Councillor Bradnam declared an interest by way of the proposed new police hub near Milton Park and Ride was situated in her ward.

**42. Minutes of the Meeting held on 15 November 2021**

The minutes of the meeting held on 15 November 2021 were agreed as an accurate record.

**43. Commissioner's Response to Recommendations**

Councillor Bradnam asked if an update had been received regarding central funding for domestic homicide reviews. The Commissioner explained that his office had not been in direct contact with the Home Office but was in consultation with the Association of Police Crime Commissioners (APCC) and he would report back when an update had been received. The Commissioner advised holding off writing to the Home Office until the update was received.

**44. Public Questions/Statements**

No public questions or statements were received.

## 45. Review of Complaints

No complaints have been received since the last report.

### ACTION

The Panel **AGREED** to note the report

## 46. Precept Report 2022/23

The Panel received a report on the proposed policing precept element of the Council Tax precept for 2022/23. The Panel were recommended to review and make a report or recommendation on the proposed precept.

The Commissioner and his staff presented the information contained within the report to the Panel.

The Panel made comment, asked questions, and received responses from the Commissioner, and his staff regarding the proposed precept, these included:

- 1) Edward Leigh thanked the Commissioner and his staff for the pre-brief, presentation, and detailed, in-depth explanation of the medium-term financial strategy review. He reminded panel members that their role was not to scrutinise the financial strategy but to scrutinise the Commissioner's proposal to increase the precept by £9.99 (for a Band D property).
- 2) Councillor Bradnam asked what amount of investment/effort had been allocated to the retention of constables further than the average of five to six years. The Commissioner confirmed that he had been assured that "value for money" was being achieved. The Chief Constable added that everything possible was done to retain staff; there were just under 300 applicants on the waiting list to join the force, recruitment was consistent, and applicants were vetted for resilience and the continuous professional unit had built up many HR professionals and Health and Wellbeing personnel involved in a substantial Health and Wellbeing Service within the organisation.
- 3) Councillor Bradnam asked how many PCSOs did the planned expenditure of £1.8million equate to in 2022/23 and did the increase in funding in 2025/26 equate to more PCSOs or just cover inflation? The Commissioner explained this was an operational question; although PCSOs were highly valuable members of staff, there were other police staff (call handlers, scenes of crime officers) and these would all be included within the list in question and were all extremely important in supporting the organisation. As 80% of the cost of the organisation consisted of staff costs, this would be where any further savings would have to be made. The Chief Constable stated he had previously had to make some tough decisions based on the financial sustainability of the force's future which unfortunately had resulted in a 50% reduction in PCSOs across the county (from 80 to 40). There were currently 32 PCSOs, another 11 took the decision to transfer to the role of a constable last year and the Chief Constable stated that if any of those 11 wanted to return to their community roles as a constable, with their neighbourhood knowledge, then he would ensure that this would happen, many had taken up this offer. Vacancies had been left open, to ensure that any of those that had transferred to constable, would have a job as a PCSO, if they decided being a Constable had not been the correct choice. None of those who had transferred had wanted to go back and therefore the Chief Constable would be filling the 8 posts shortly. The increase in budget between 2022/23 and 2025/26 reflected inflationary costs and not an increase in the number of PCSOs.
- 4) Councillor Daunton asked if not having the funding to retain 82 officers, was a national problem or had Cambridgeshire been particularly hard-hit. The Commissioner stated his focus was on Cambridgeshire and not the national picture, but Cambridgeshire only received 56% of its

funding from central government and the rest from the precept, which was a half/half split, and therefore it was important that he made a compelling case to government about future funding. He stated he was not aware of any other Police and Crime Commissioner who had not gone to their panels asking for full flexibility on the precept.

- 5) Councillor Daunton asked for reassurance that there would be sufficient funding for the training in ethical policing for young recruits. The Commissioner explained that ethical policing was one of his top priorities in the Police and Crime Plan, as was it one of the Chief Constable's. The Chief Constable confirmed that the Continued Professional Development Unit support officers within their first year of training, which included the values of policing. The national agenda around Violence Against Women and Girls had brought increased scrutiny around integrity, vetting, professional standards, and significant investment had been placed in this area of business to ensure those with the right values entered the organisation and maintained standards of professional conduct and if these were breached, then there were methods in place to deal with these.
- 6) Councillor Daunton asked if the financial settlement would allow for the continued improvement of the 101 service. The Commissioner explained he knew there was work in progress and he would be holding the Chief Constable to account over this issue. The Chief Constable explained there were approximately 400 999 calls daily to the service and 1,000/1,4000 101 calls and 120 webchats per day. Investments had been made, with additional call takers set up in the demand hub and calls had increased, these were all triaged and assessed for risk.
- 7) Councillor Sharp commented he was pleased to see the budget had been balanced without the use of the reserves, which had been used in previous years. He was aware that the finances were tight and therefore the Panel should support the Commissioner regarding further funding for the force. The Commissioner stated a significant piece of work would be done to make the case for further funding and a fairer settlement, of which he would call on the panel for support when the time came.
- 8) Councillor Bywater commented that the OPCC had given considerable evidence to support the increase in precept. How comfortable was the Commissioner with a wage inflation figure of 3.5% given the budgetary impact if it were to jump to 5%. The Chief Finance Officer stated he believed that 3.5% was the correct estimate, there would be more pressure as the year progressed, but the budget was a prudent one that would be kept under observation.
- 9) Councillor Bradnam commented on the response to the Commissioner's survey, of which there were 1566 responses (more than the previous year), this was an exceedingly small proportion of the population that had responded to the survey. Councillor Bradnam stated that there was a need to be mindful in future to try to increase the engagement and therefore asked for the Panel to be included in the setting of questions, where the survey was publicised and how it might be presented to residents, to receive better engagement next year. The Commissioner stated the OPCC worked hard on the survey and there must be more that could be done, and he would commit to progressing this. He would welcome any suggestions, views, comments, ideas, from anyone as he would really appreciate more responses to the survey.
- 10) Edward Leigh stated the Panel would have ideas and suggested that a workshop should be held for a discussion with the Panel. The Commissioner stated he was also concerned around the diversity of responses, there was a need to reach younger people. Councillor Bradnam asked if the Commissioner had gone into schools. The Commissioner explained that he had visited colleges, schools, gone online, although had not specifically asked them to fill in the survey.
- 11) Councillor Collis asked if the engagement with minority ethnic communities and travellers could be looked at, as these figures were particularly low. The Commissioner agreed and was happy to listen to any recommendations as to how to do this.

- 12) Edward Leigh thanked the Commissioner for including a list of acronyms and stated this should be a standing item in the agenda, as it was extremely helpful, especially for newer members of the panel.
- 13) Edward Leigh commented that the OPCC were undertaking to analyse the feedback from the survey. One question around perception of how safe a resident felt, 21% had selected “very unsafe” to “pretty unsafe”, this was alarming and suggested that a significant number of residents were living in fear, which warranted deeper analysis.
- 14) Edward Leigh asked if there were now more officers, would there be a need for less overtime or was there an expectation to a commitment to overtime within an officer’s contract. The Chief Constable explained that there was no expectation that overtime would be needed but it would be expected that the amount of overtime would decrease as the officer numbers increased. The actual offences, incidents and crimes that were investigated were becoming far more complex, pulling together a file of sufficient quality and depth for Crown Prosecution Service had increased, in turn, increasing the workload of an officer. Policing had also become a national mutual aid organisation with Cambridgeshire having supplied officers to COP26, G7, protests, demonstrations, Black Lives Matter, climate change and some of these at noticeably short notice, which incurred overtime.
- 15) Edward Leigh asked for clarification of the timescale regarding the work the Commissioner had commissioned on future funding, of which he would like the Panel’s support. The Commissioner explained that the work had started, a business case was being prepared and a meeting with the Home Office had been arranged in early March. The Commissioner agreed he would share the business case with the members of the Panel to enable them to feed into the process. Edward Leigh asked if this would be a private briefing to enable the Commissioner to give an update and the panel members to give an informal steer on it, to which members agreed, the Commissioner welcomed this.

The Panel unanimously **AGREED** to **NOT** exercise its veto power over the precept increase proposed by the Commissioner.

#### **47. Decisions by the Police and Crime Commissioner**

The Panel received a report in response to a recommendation from the Panel meeting of 15 November 2021 as follows:

“The Panel **AGREED** that it would like to receive advance notification of key areas of decision making (particularly in transformation) and asked that the OPCC (Office of Police and Crime Commissioner) bring a new recommendation on this back to the next Panel meeting.”

The Monitoring Officer for the Panel, Fiona McMillan, stated the local government statutory guidance regarding the Panel working with the Commissioner, “it is important for the Panel to develop its work programme in conjunction with the Commissioner’s office, drawing on the Commissioner’s forward plan. This liaison enables the panel to focus on key matters in more timely ways with access to the necessary briefings and reports. It also ensures that enough time is built in for the panel to add value to its work through more in-depth scrutiny in addition to the special functions its capacity allows. The panel should communicate with the Commissioner and his/her office to find out if there are any areas where assistance and support might be helpful.”

Edward Leigh explained the panel wished to have a simplified forward plan that focused on key areas of decision making/actions that related to delivery of the Police and Crime Plan or related to a matter

that had arisen since the formation of the Police and Crime Plan; this would give the panel time to plan commission of reports and questioning.

The Chief Executive for the OPCC, Jim Haylett, responded stating that to work with the Panel, on a rolling basis at each Panel meeting, the OPCC would give an indication of the areas being worked on across the Police and Crime Plan and the office, for the following six months; this would enable the panel to have a view of future work. It had already been agreed that twice yearly the Panel would receive a comprehensive report on what has been delivered (the annual report and a six-month interim report), and forward plan reports would effectively give the panel foresight of what the OPCC would be working on, and he hoped that this would cover the expectations of the panel.

Jim Haylett gave an example, regarding the theme “supporting victims and witnesses,” the OPCC would be:

- refreshing the Domestic Abuse and Serious Sexual Partnership Strategy in the next quarter,
- recruiting a Victims Policy Officer, reviewing of provisions for victims of crime requiring mental health support,
- recommissioning of specialist support services for young victims of crime
- Remodelling for provision of elements of domestic abuse support services in partnership with the local authority
- Review of the Victims Hub

Edward Leigh stated this was exactly what the Panel was looking for and asked for this to be a standing item on the agenda but looking at a flexible six to nine months ahead to facilitate agenda planning for panel meetings.

The Panel **AGREED** to the following recommendation:

- *That a simplified forward plan from the OPCC become a standing item on the Panel’s agenda. This forward plan should cover the following six to nine months to allow for meeting dates and themes.*

**48. Meeting Dates and Agenda Plan 2021/22**

Forthcoming Meeting Dates:  
 16<sup>th</sup> February 2022 – if needed  
 23<sup>rd</sup> March 2022

	ITEM	ACTION
1.	<b>Precept Report 2022/23</b>	The Panel unanimously <b>AGREED</b> to <b>NOT</b> exercise its veto power over the precept increase proposed by the Commissioner.
2.	<b>Decisions by the Police and Crime Commissioner</b>	The Panel <b>AGREED</b> to the following recommendation: <ul style="list-style-type: none"> <li>• <i>That a simplified forward plan from the OPCC become a standing item on the Panel’s agenda. This forward plan should cover the following six to nine months to allow for meeting dates and themes.</i></li> </ul>

The meeting began at 1:30pm and ended at 4:00 pm

CHAIRPERSON

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## REPORT OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL

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### RECOMMENDATION FOLLOWING CONSIDERATION OF THE REPORT FROM THE POLICE AND CRIME COMMISSIONER ON THE PRECEPT 2022/23

**Date of Notification:** 21 January 2022

**Date of Panel Meeting:** 2 February 2022

**Date of Report:** 3 February 2022

#### Guidance

This report provides the recommendation(s) made by the Cambridgeshire Police and Crime Panel in accordance with Part 3 of Schedule 5 of the Police Reform and Social Responsibility Act 2011. Its purpose is to outline the Panel's recommendations following its review of the proposed precept to be issued for 2022/23.

#### Panel Meeting

On 2 February 2022, the Cambridgeshire Police and Crime Panel reviewed the proposed precept for 2022/23.

#### Decision

In accordance with the Police Reform and Social Responsibility Act 2011 and following consideration of the information submitted to it, the Panel unanimously **AGREED** to **NOT** exercise its veto power over the precept increase proposed by the Commissioner.

#### Reasons for the Decision

The Panel considered that the proposed precept was acceptable and necessary for the continued provision of effective and efficient policing across the area covered by Cambridgeshire Constabulary.

#### Terms of Reference

The Police Reform and Social Responsibility Act 2011 requires the Police and Crime Panel to review the proposed precept notified to it and make a report to the Commissioner on the proposed precept.

Signed ..... *Edward Leigh*

Date...3 February 2022

Chair of the Cambridgeshire Police and Crime Panel

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Edward Leigh  
Cambridgeshire Police and Crime Panel  
c/o Jane Webb  
Panel Secretariat  
Peterborough City Council

By Email: [jane.webb@peterborough.gov.uk](mailto:jane.webb@peterborough.gov.uk)

8<sup>th</sup> February 2022

Dear Edward

I refer to the Cambridgeshire Police and Crime Panel's (the "Panel") report dated 3 February 2022 entitled "Recommendation following consideration of the report from the Police and Crime Commissioner on the precept 2022/23".

As the Panel will be aware, under the Police Reform and Social Responsibility Act 2011 (the "Act") I have a statutory duty to respond to the Panel's recommendations. Therefore, this letter acts as my formal response in accordance with Schedule 5(5) of the Act in respect of the Panel's recommendation report on the precept.

I note that the Panel unanimously agreed to not exercise its veto power over the precept increase I proposed. I also note that the Panel considered that the proposed precept was acceptable and necessary for the continued provision of effective and efficient policing across the area covered by Cambridgeshire Constabulary.

I would like to personally thank the Panel for their support of my precept proposal.

Yours sincerely,



**Darryl Preston**  
Police and Crime Commissioner for Cambridgeshire and Peterborough

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Edward Leigh  
Chair  
Cambridgeshire Police and Crime Panel  
c/o Jane Webb  
Peterborough City Council

Email: [Jane.Webb@peterborough.gov.uk](mailto:Jane.Webb@peterborough.gov.uk)

11<sup>th</sup> March 2022

Dear Edward

I refer to the Cambridgeshire Police and Crime Panel's (the "Panel") report following the meeting of the 2<sup>nd</sup> February 2022. In accordance with Section 5(6) of the Police Reform and Social Responsibility Act 2011, this letter acts as my formal response to the Panel's report.

- 1. Recommendation:** That a simplified forward plan from the OPCC become a standing item on the Panel's agenda. This forward plan should cover the following six to nine months to allow for meeting dates and themes.

**PCC Response:** A paper has been prepared for the 23<sup>rd</sup> March Panel indicating key deliverables against the Police and Crime Plan for the next 6-9 months and will be updated for subsequent meetings.

Lastly, I would like to thank the Panel for their unanimous support of the proposed precept increase.

Yours sincerely



**Darryl Preston**  
Police and Crime Commissioner for Cambridgeshire and Peterborough

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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No.</b>
<b>23 MARCH 2022</b>	<b>Public Report</b>

**Report of: Jane Webb, Secretariat, Peterborough City Council**

**Contact Officer(s) – Jane Webb**

**Contact Details – jane.webb@peterborough.gov.uk**

## **REVIEW OF COMPLAINTS**

### **1. PURPOSE**

- 1.1 To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner.

### **2. RECOMMENDATIONS**

- 2.1 To note the details of this report.

### **3. TERMS OF REFERENCE**

- 3.1 This report discharges the responsibility for the panel to have an overview of complaints made against the Commissioner.

### **4. BACKGROUND**

- 4.1 Regular quarterly update to the panel on any complaints received for investigation.

### **5. KEY ISSUES**

- 5.1 During this reporting period there were no complaints made against the Commissioner.

### **6. IMPLICATIONS**

- 6.1 None

### **7. CONSULTATION**

- 7.1 None

### **8. NEXT STEPS**

- 8.1 N/a.

### **9. BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 9.1 *None*

### **10. APPENDICES**

- 10.1 *None*

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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 7</b>
<b>23<sup>rd</sup> March 2022</b>	<b>Public Report</b>

**Report of Police and Crime Commissioner for Cambridgeshire and Peterborough**

**Contact Officer – Catherine Kimberley, Communications & Engagement Manager**  
**Contact Details – [cambs-pcc@cambs.pnn.police.uk](mailto:cambs-pcc@cambs.pnn.police.uk) 0300 333 3456**

**POLICE AND CRIME COMMISSIONER'S APPROACH TO COMMUNICATIONS AND ENGAGEMENT**

<b>1.</b>	<b>PURPOSE</b>
1.1	The purpose of this report is to share with the Cambridgeshire Police and Crime Panel (the "Panel") details of the Police and Crime Commissioner's (the "Commissioner") approach to communications and engagement.
<b>2.</b>	<b>RECOMMENDATION</b>
2.1	The Panel is recommended to note the contents of this report.
<b>3.</b>	<b>TERMS OF REFERENCE</b>
3.1	Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.  Item 8 – To support the effective exercise of the functions of the Police and Crime Commissioner.
<b>4.</b>	<b>BACKGROUND &amp; LEGISLATION</b>
4.1	The Commissioner is required to produce a Police and Crime Plan ("the Plan") which sets out how he will deliver against his statutory role set out in the Police Reform and Social Responsibility Act 2011 (the "Act") and the responsibility to put in place support services for victims of crime.
4.2	The Plan sets a number of objectives which enable him to deliver his statutory role in a way which reflects the local landscape and the views of the people who live and work in the county.
4.3	The <b>Police Reform and Social Responsibility Act 2011</b> , supported by other legislation, places statutory duties on PCCs to: <ul style="list-style-type: none"> <li>• Obtain the views of local people on policing and have regard to those views</li> <li>• Make arrangements for engaging with local people in setting police and crime objectives</li> <li>• Obtain the views of local people and Council Taxpayers on budget and precept proposals</li> <li>• Obtain the views of victims of crime about matters concerning local policing</li> </ul>

	<ul style="list-style-type: none"> <li>• Engage the public on their budget proposals on an annual basis (PCCs have flexibility as to the precise method by which public views are sought, as these are not prescribed).</li> <li>• Publish specified information including details about the PCC and their team – inc. force performance and that of the Chief Constable, financial info, detail about grants, info about properties, assets and liabilities and decisions and policies.</li> <li>• And give Police and Crime Panel members the information they need to carry out their function – as well as publishing an Annual Report which must be presented to the PCP at a public meeting. [PRERA, Ss11-14; and Schedule 11]</li> </ul>
<b>5.</b>	<b>THE APPROACH</b>
<b>5.1</b>	<p>In Cambridgeshire and Peterborough, engagement activity is a key part of the Commissioner’s business, aligned to the delivery of the five key strands of the Police and Crime Plan through various methods from face-to-face public meetings to online ‘round-tables’.</p> <p>The team have adopted a ‘virtuous circle’ approach to delivery – starting with listening and recognising local issues, followed by agreeing the most effective format to evidence that we are working in partnership to identify suitable solutions. And ending with a response to those expressing concerns.</p> <p>An example of this approach is the way in which the Commissioner responded to issues affecting those living and working in the county’s rural communities.</p> <ul style="list-style-type: none"> <li>– In his first few months, the Commissioner met with Countryside Watch (CSW) and the National Farmers’ Union (NFU) and local farmers to better understand local concerns.</li> <li>– A Rural Crime Round Table was then set up online for the farming community as well as NFU and CSW and the Crown Prosecution Service (CPS) to have their voice heard. At the event, the Constabulary’s Rural Crime Action Team provided an update. As a result, a number of actions were taken including renewed vigour to lobby government for a change in illegal hare coursing legislation.</li> <li>– In January, the government announced changes to that legislation – positive news for the county’s rural communities which was fed back via regional and local media and the Commissioner’s social media channels.</li> </ul>
<b>5.2</b>	<p>Communications is delivered in a different way from engagement, i.e. for “communications” the team adopt methods to push information out to the public, such as policy and legislation changes, crime prevention measures whereas engagement activities use a ‘listening and responding’ approach.</p>
<b>5.3</b>	<p>The Communications and Engagement team strive to ensure all activities are accessible and representative in terms of geography, demography, and identity, and includes those who may be under-represented, seldom-heard from or disengaged.</p>
<b>5.4</b>	<p>All activities and content are carefully crafted to support delivery of 5 key themes in the Commissioner’s Police and Crime Plan across various platforms:</p> <ul style="list-style-type: none"> <li>– Local issues (inc. heightened community tension)</li> <li>– Topic specific engagement, e.g. Hate Crime, Stalking &amp; Harassment (work with Third Sector experts, e.g. Suzy Lamplugh Trust)</li> <li>– Audience segmentation</li> <li>– Platforms used to tailor messaging to maximise reach (events/direct mail etc)</li> </ul>

	<ul style="list-style-type: none"> <li>– Use of direct and indirect communication channels to engage with as many people who live and/or work in the county as possible.</li> </ul>
<b>5.5</b>	<p>On a typical day, the Team could be handling a mixture of the below:</p> <ul style="list-style-type: none"> <li>• <b>Correspondence</b> – issues are triaged, (average of 90 pieces per month)</li> <li>• <b>Freedom Of Information requests/Subject Access Requests/Complaints</b></li> <li>• <b>Contact via Ecops</b> – e.g. Seeking local views on the proposed precept/changes to local neighbourhood policing.</li> <li>• <b>Round Table events</b> – e.g. Rural Crime - proving popular during the Pandemic, District Councillor briefings x 6</li> <li>• <b>Community visits</b> – to projects (Youth Fund), schools, colleges, universities, seeing first hand current issues in our cities, towns and villages and raising awareness of the PCC role and engaging on a tactical level</li> <li>• <b>1-1 calls</b> with local residents when requested</li> <li>• <b>Local business visits</b> to understand first hand current issues</li> <li>• <b>Online contact</b> – via Twitter. Facebook, Instagram</li> <li>• <b>National/partner campaigns</b> - e.g. Recent Sexual Abuse &amp; Sexual Violence Awareness Week, Project EDWARD road safety campaign</li> <li>• <b>Media requests</b> – for interviews/statements</li> </ul>
<b>5.6</b>	<p><b>Typical outputs within a month</b></p> <p>As an example of outputs in a single month, during the month of February in 2022 the following communications and engagement outputs were achieved:</p> <ul style="list-style-type: none"> <li>• 19 news pieces: including press articles, radio and TV interviews. <i>BBC Cambridgeshire has a weekly audience of 87,000 listeners while ITV News Anglia reaches 1million adults per episode</i></li> <li>• 1 feature in a partner newsletter: Domestic Abuse and Sexual Violence Partnership e-newsletter</li> <li>• 68 posts across Facebook, Instagram and Twitter reaching est. 26,400 users</li> <li>• 1 Councillor roundtable meeting for Peterborough and Huntingdonshire: 40 Cllrs RSVPd</li> <li>• 5 community engagement visits/meetings: young victims of crime, secondary school, rural community, parish councillors and a rotary club.</li> </ul>
<b>6.</b>	<b>SURVEYS</b>
<b>6.1</b>	<p>As stated in section 4.3 the Police Reform and Social Responsibility Act 2011 states that the Commissioner should fulfil the following duties:</p> <ul style="list-style-type: none"> <li>• Obtain the views of local people on policing and have regard to those views</li> <li>• Make arrangements for engaging with local people in setting police and crime objectives</li> <li>• Obtain the views of local people and Council Taxpayers on budget and precept proposals</li> <li>• Obtain the views of victims of crime about matters concerning local policing</li> <li>• Engage the public on their budget proposals on an annual basis (PCCs have flexibility as to the precise method by which public views are sought, as these are not prescribed).</li> </ul> <p>A primary vehicle for the Commissioner to carry out these duties is by conducting public surveys. A distinction should be made clear, these are not legal consultations. Despite this,</p>

	every effort is made to ensure that those who wish to take part in surveys are provided the opportunity to do so.
<b>6.2</b>	<p>The Commissioner launched a public survey regarding his 2022/23 precept proposals on Thursday 6th January for 2 weeks until Thursday 20.</p> <ul style="list-style-type: none"> <li>• The survey was launched and communicated to the public via the following methods:</li> <li>• A press release containing a link to the survey and wider background was distributed to all Cambridgeshire and Peterborough media</li> <li>• Social media posts on the Commissioner’s Facebook, Twitter and Instagram accounts signposting to the press release, wider narrative and survey link</li> <li>• Distributed through the Commissioner’s Ecops account (c. 20,000 subscribers)</li> <li>• Shared with countywide Comms colleagues through the Warn &amp; Inform Comms group for publication on staff intranets and sharing on their social media accounts</li> <li>• Disseminated via partnership networks</li> <li>• Shared with seldom-heard representative groups.</li> </ul> <p>It should be noted that all engagement activity was moved online during this period in response to the Covid-19 pandemic.</p> <p>In total, 1,566 people responded to the survey. This is an increase on the process undertaken for 2021/22, when 1,270 people responded to the survey.</p>
<b>6.3</b>	<p>The Commissioner also launched a public survey during the development of his Police and Crime Plan on 30<sup>th</sup> June 2021 and was available for four weeks until 30<sup>th</sup> July 2021. In total, 1,270 members of the public responded to the survey.</p> <ul style="list-style-type: none"> <li>• The survey was launched and communicated to the public via the following methods:</li> <li>• A press release containing a link to the survey and wider background was distributed to all Cambridgeshire and Peterborough media</li> <li>• Social media posts on the Commissioner’s Facebook, Twitter and Instagram accounts signposting to the press release, wider narrative and survey link</li> <li>• Distributed through the Commissioner’s Ecops account (c. 20,000 subscribers)</li> <li>• Shared with countywide Comms colleagues through the Warn &amp; Inform Comms group for publication on staff intranets and sharing on their social media accounts</li> <li>• Disseminated via partnership networks</li> <li>• Shared with seldom-heard representative groups</li> <li>• Six Councillor briefings were held</li> <li>• Pop up surgery with members of the public</li> </ul>
<b>7.</b>	<b>WORKING IN PARTNERSHIP</b>
<b>7.1</b>	Much of the work that the Commissioner carries out is in partnership with other organisations. This requires the Communications and Engagement team to work in partnership to deliver activity.
<b>7.2</b>	<p>The Commissioner’s involvement in Vision Zero’s Surround the Town event on 13<sup>th</sup> September 2021 is an example of this.</p> <p>The event was part of a high profile, national campaign, Project EDWARD. It brought together public service providers, charities and volunteers to raise road safety awareness.</p> <p>Just some of the partners present were:</p>

	<ul style="list-style-type: none"> <li>• Vision Zero Partnership</li> <li>• Cambridgeshire Fire and Rescure Service</li> <li>• Cambridgeshire Constabulary</li> <li>• Road Victims Trust</li> </ul> <p>Jointly, the Commissioner and partners reached over 97K users on social media, members of the public visiting Ely Market place, conducted two live broadcasts online, two press articles and a road safety blog.</p>
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<b>8.</b>	<b>ACCESSIBILITY</b>
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<b>8.1</b>	<p>With at least 1 in 5 people in the UK having a long term illness, impairment or disability, the team strive to ensure ALL content and design is clear and simple enough so that most people can use it without needing to adapt it, while supporting those who do need to adapt things.</p> <p>In Cambridgeshire, an <a href="#">accessibility statement</a> is reviewed and published annually on the PCC’s website in line with government website and mobile app accessibility regulations.</p> <p>In 2019, the OPCC invested in <b>Recite Me</b>, an Accessibility tool to enhance accessibility and the PCC’s website is regularly reviewed.</p>
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<b>8.2</b>	<p>The OPCC is currently working on an updated accessible style guide – in line with government accessibility regulations and there are plans to move the current website over to the singular national policing portal – Single Online Home – recently adopted by Cambridgeshire Constabulary. The common platform allows the public to report, transact and self-help by utilising an existing familiar capability in the public domain.</p>
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<b>9.</b>	<b>STRATEGIC OBJECTIVES</b>
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<p style="text-align: center;"><b>Communications and Engagement Strategic Objectives 2022 – 24</b></p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="width: 18%;">  <p><b>PUTTING COMMUNITIES FIRST</b></p> <p>To have a police force that provides two-way engagement with the public, listening and responding to local policing concerns.</p> <p>To ensure the police force is always accessible and visible.</p> <p>To support the Chief Constable to increase officer numbers in Neighbourhood Policing.</p> </div> <div style="width: 18%;">  <p><b>CRIME PREVENTION</b></p> <p>To raise awareness about the importance of crime prevention and the Commissioner’s role in influencing and supporting projects that reduce re-offending.</p> <p>To highlight reductions in crime statistics where local evidence points to a decline.</p> </div> <div style="width: 18%;">  <p><b>SUPPORTING VICTIMS &amp; WITNESSES</b></p> <p>To raise awareness about the Commissioner’s statutory duty to support victims and witnesses.</p> <p>To promote the range of targeted and accessible services commissioned.</p> <p>To build public trust and confidence in the criminal justice system.</p> </div> <div style="width: 18%;">  <p><b>ETHICAL POLICING</b></p> <p>To provide an ongoing narrative to the public about how the Commissioner supports and challenges the Chief Constable ensuring the police always act with integrity and social responsibility.</p> <p>To remind the public about the ongoing investment in officer numbers and BAME recruitment.</p> </div> <div style="width: 18%;">  <p><b>ROBUST ENFORCEMENT</b></p> <p>To continue to clarify the Commissioner’s role in supporting the Chief Constable with the resources he needs to tackle criminality.</p> <p>To raise awareness about the Commissioner’s role as Chair of the countywide Criminal Justice Board and his power to influence/support other partners.</p> </div> </div>	
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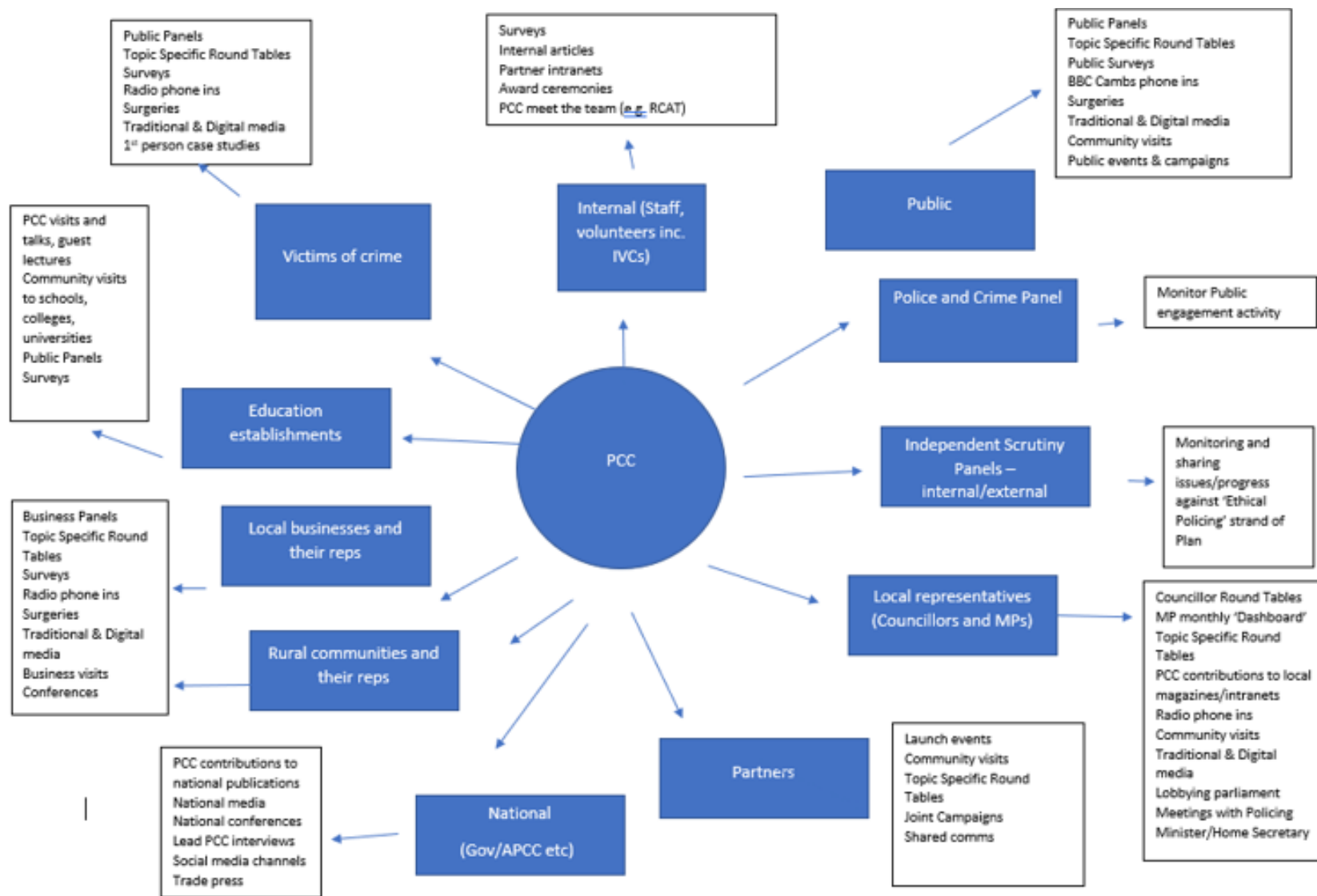
<b>10.</b>	<b>THE RESOURCES</b>
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<b>10.1</b>	<p>The Commissioner has a team of 2.5: a Comms &amp; Engagement Manager (with a background in delivering regional and national public sector engagement (formerly Central Office for Information (inc. Home Office) and Big Lottery Fund); a Comms &amp; Engagement Officer (previously a Parliamentary and Campaign Assistant), and more recently; a Communities Policy Officer recruited to support community engagement delivery against</p>
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	Darryl's Police and Crime Plan (with a background in corporate engagement and schools liaison).
<b>11.</b>	<b>BACKGROUND DOCUMENTS</b>
	Police Reform and Social Responsibility Act 2011 <a href="http://www.legislation.gov.uk/ukpga/2011/13/contents">http://www.legislation.gov.uk/ukpga/2011/13/contents</a>
<b>12.</b>	<b>APPENDIX</b>
	Appendix 1 is a visual of how communications and engagement is tactically delivered.

# Appendix 1

## Tactical Delivery of Communications and Engagement on behalf of the Police and Crime Commissioner



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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 8</b>
<b>23<sup>rd</sup> March 2022</b>	<b>Public Report</b>

## Report of Police and Crime Commissioner for Cambridgeshire and Peterborough

Contact Officer – Jack Hudson, Head of Business Development

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### POLICE AND CRIME COMMISSIONER'S APPROACH TO COMPLAINTS AND CONDUCT

<b>1.</b>	<b>PURPOSE</b>
1.1	The purpose of this report is to share with the Cambridgeshire Police and Crime Panel (the “Panel”) details of the Police and Crime Commissioner’s (the “Commissioner”) approach to complaints and conduct.
<b>2.</b>	<b>RECOMMENDATION</b>
2.1	The Panel is recommended to note the contents of this report.
<b>3.</b>	<b>TERMS OF REFERENCE</b>
3.1	Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.  Item 8 – To support the effective exercise of the functions of the Police and Crime Commissioner.
<b>4.</b>	<b>BACKGROUND &amp; LEGISLATION</b>
4.1	The model of policing we have across the country, is based upon public co-operation. Confidence in policing relies upon the police behaving in a way which maintains the support of the public. Through the Ethical Policing theme of the Police and Crime Plan 2021-24, the Commissioner has outlined the importance of, and his commitment to, holding the Chief Constable to account for ensuring officers and staff across the Constabulary, carry out their roles in line with the standards of professional behaviour expected of all those within policing.
4.2	The Commissioner is clear that where standards fall short of expectations, or where something could have been done better, that the Chief Constable has in place processes which mean that complaints will be dealt with fairly and that the outcome is reasonable in the circumstances and lessons can be learnt for the future. This approach is underpinned by the reformed complaints system.
4.2	The Policing and Crime Act 2017 sets out the principle of the reformed complaints system. Those reforms set about to introduce: <ul style="list-style-type: none"> <li>• a more customer-focused police complaints system that focuses on resolving issues to the satisfaction of the complainant in a timely fashion, rather than looking for officers to blame;</li> </ul>

	<ul style="list-style-type: none"> <li>• a more transparent and independent police complaints system, that has effective local oversight to provide the public with clear information;</li> <li>• a simpler complaints system that is easier to understand;</li> <li>• a system which enables the PCC and Chief Constable to identify patterns of dissatisfaction being raised and allows them to address any systemic issues.</li> </ul>
4.3	The Independent Office for Police Conduct (IOPC) defines a complaint as, “any expression of dissatisfaction with a police force that is expressed by, or on behalf of, a member of the public. It must be made by a person who meets the definition of a complaint. There must also be some intention from the complainant to bring their dissatisfaction to the attention of the force or local policing body. A complaint does not have to be made in writing, nor must it explicitly state that it is a complaint for it to be considered as one”.
4.4	The Commissioner has a duty to be open, transparent, and accountable. He also has a legal responsibility to monitor all complaints made against all Cambridgeshire Constabulary officers and staff, whilst also having specific responsibility for handling complaints made against the Chief Constable.
4.5	The Commissioner is also responsible for handling the reviews (i.e. appeals against the outcome) of less serious misconduct cases dealt with by the Constabulary.
4.6	<p>Since February 2020 PCCs have been required to adopt one of three models for their complaint-handling responsibilities.</p> <p>The Commissioner chose to adopt Model 1 which gives the Commissioner responsibility for scrutinising all aspects of force complaint handling, handling complaints which concern the conduct of the chief officer and for conducting reviews of complaint handling in cases resolved by the force where the complainant remains unhappy.</p> <p>In addition to the requirements listed in Model 1, Model 2 also gives PCCs responsibility for handling the recording stage of the complaint process. This gives the PCC responsibility for determining whether a complaint should be recorded or not, allowing them to resolve some complaints without recording and therefore outside the formal system.</p> <p>Model 3 holds the same requirements as Model 2, plus the added responsibility for keeping complainants informed as their complaint progresses through the system. The additional complaint-handling functions listed in Models 2 and 3 are currently performed by Cambridgeshire Constabulary’s Professional Standards Department (PSD), whilst the Commissioner retains oversight of the Constabulary’s handling of complaints.</p>
<b>5.</b>	<b>THE APPROACH</b>
5.1	<p><b><u>The Independent Office for Police Conduct</u></b></p> <p>The IOPC oversees the police complaints system in England and Wales. They independently investigate the most serious and sensitive matters, albeit Cambridgeshire’s Professional Standards Department (PSD) do deal with some of these.</p>
5.2	To enable openness, transparency and accountability, the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 was implemented in May 2021. The Commissioner is bound by the terms of this order, and this requires the Commissioner to

	<p>publish specified information. This includes information relating to the Constabulary's complaint handling. The Commissioner publishes on his website the following information;</p> <ul style="list-style-type: none"> <li>• Quarterly data in relation to Cambridgeshire Constabulary, published by the IOPC.</li> <li>• Annual statistics report: Police complaints statistics, published by the IOPC.</li> <li>• A report setting out details of how the elected local policing body has fulfilled its duty. This includes; <ul style="list-style-type: none"> <li>○ Commissioner's Assessment of performance in holding the Chief Constable to Account in respect of Complaints</li> <li>○ Commissioner's Assessment of performance in relation to Complaint Reviews</li> </ul> </li> </ul>
5.3	<p>To provide assurance about the work of the IOPC and the progress of complaints made against all Cambridgeshire Constabulary officers and staff, the Commissioner, and the Chief Executive Officer (CEO) of the Office of the Police and Crime Commissioner (OPCC) hold regular meetings with stakeholders. This includes;</p> <ul style="list-style-type: none"> <li>• Meetings with Staff Associations and Unions so that they can raise issues for discussion with the IOPC</li> <li>• Meetings with the IOPC, which focus upon specific cases, with the Commissioner seeking assurance that ongoing investigations are being undertaken expeditiously. This process also provides an opportunity to raise issues about the performance of the Constabulary, which the Commissioner can then address with the Chief Constable through the Business Coordination Board (BCB).</li> </ul>
5.4	<p>In February 2020, new legislation introduced a requirement to provide updates on the progress of investigations to interested parties. The Commissioner is an interested party and should receive these letters from both the IOPC and PSD.</p>
5.5	<p><b><u>Complaints against the Commissioner:</u></b></p> <p>The Police and Crime Panel has responsibility for handling complaints against the Commissioner or the Deputy Police and Crime Commissioner. The Panel has delegated certain responsibilities for complaint handling to the Commissioner's CEO in his role as the Monitoring Officer. Details of the complaints process is included on the Commissioner's Website and the outcome of complaints made is also detailed on the website.</p> <p>Between 1 April 2021 and 28 February 2022, details relating to complaints received against the Commissioner are as follows;</p> <ul style="list-style-type: none"> <li>• Total number of complaints received: <b>0</b></li> </ul>
5.6	<p><b><u>Complaints against the Chief Constable</u></b></p> <p>The PCC is responsible for complaints made against the Chief Constable.</p> <p>More serious complaints above the threshold set out in statutory guidance are referred to the IOPC for investigation, but they must report back to the PCC for subsequent action.</p> <p>Following receipt of a complaint against the Chief Constable the OPCC will assess whether the complaint falls within the scope of the Policing and Crime Act 2017 and the complainant's eligibility to make a complaint. Also, whether the matter relates to conduct and or death or serious injury and whether the complaint should be recorded. Local</p>

	<p>Policing Bodies (the OPCC) are the appropriate authority only when a complaint is about the conduct of a Chief Constable. If the complaint relates to decisions in general or about decisions delegated by the Chief Constable these matters will be referred to the Constabulary's Incident Review Team (IRT) or Complaints Review Team (CRT) for them to resolve or, if not resolved, forward to PSD to be dealt with as a local complaint.</p> <p>Complaints will be dealt with in accordance with the March 2021 IOPC Statutory Guidance on the handling of complaints. In certain circumstances the OPCC will, when required, refer the matter to the IOPC for independent consideration. The OPCC will inform the complainant of their decision whether to record the complaint or not and the reasons behind the decision. The complainant will be informed in writing of any outcome as well as any right of appeal.</p> <p>Between 1 April 2021 and 28 February 2022, details relating to complaints received against the Chief Constable are as follows;</p> <ul style="list-style-type: none"> <li>• Total number of complaints received: <b>2</b></li> <li>• Number of complaints recorded under schedule 3 (meet threshold for CC complaint): <b>1</b> (Outcome: service found to be acceptable)</li> <li>• Number of complaints not recorded under schedule 3 (do not meet threshold for CC complaint): <b>1</b></li> <li>• Number of complaint outcomes appealed to IOPC: <b>1</b> (Outcome: service found to be acceptable, not upheld)</li> </ul>
5.7	<p><b><u>Complaints against members of the Constabulary</u></b></p> <p>Aside from the Commissioner's responsibilities in relation to the Chief Constable, the Commissioner also has a legal responsibility to monitor all complaints made against all Cambridgeshire Constabulary officers and staff. Accepting that the IOPC play a role in independently investigating serious and sensitive matters, the reality is that the majority of issues of dissatisfaction or complaints are handled by the Constabulary.</p>
5.8	<p>In the context of the police complaints system, the Constabulary have implemented a customer-focused approach to handling any expression of dissatisfaction in a timely fashion. The Incident Review Team (IRT) and Complaints Review Team (CRT) seek to resolve initial expressions of dissatisfaction at an early stage. It is recognised that prompt action can resolve expressions of dissatisfaction. It also recognised that both the IRT and the CRT may be unable to resolve expressions of dissatisfaction, and this may result in PSD recording the matter as a complaint.</p>
5.9	<p>The Police Reform Act 2002 outlines who can complain and what can be complained about. The Commissioner monitors progress of these complaints through mechanisms outlined within this paper. Upon finalisation the complainant receives a letter outlining the outcome and is provided an opportunity for the handling of the complaint to be reviewed by the relevant review body. Generally, this request must be made to the relevant review body within 28 days. For most complaints managed by Cambridgeshire PSD, the relevant review body to undertake a review is the Commissioner.</p>
5.10	<p><b><u>Complaint Reviews:</u></b></p> <p>A review is all about the handling of the complaint. The review considers whether the outcome of the handling of the complaint was reasonable and proportionate. It does not explore the handling of the matter or incident that led to the complaint being made. Where it is found that the outcome of the complaint is not reasonable and proportionate,</p>

	the OPCC will uphold the review and may make certain recommendations to the Chief Constable.
5.11	The OPCC undertake reviews on behalf of the Commissioner. These are undertaken by the Review Officer and quality assured by a member of the OPCC's Senior Management Team (SMT) before finalisation. Once finalised, the complainant is informed of the outcome. Once a decision has been finalised the only remaining option for the complainant, if still dissatisfied with the outcome, is through a judicial review.
5.12	<p>Between 1 April 2021 and 28 February 2022, details relating to the number of complaint review requests received:</p> <ul style="list-style-type: none"> <li>• Total number of complaint review requests received: <b>46</b></li> <li>• Number of valid requests: <b>33</b> (30 Completed, 3 Ongoing, 0 Not started)</li> <li>• Number of invalid requests: <b>3</b> (2 Requests made outside of 28-day timescale, 1 Cambs OPCC was not the correct relevant review body)</li> <li>• Number of requests not progressed due to no response from complainant (unable to confirm review request): <b>10</b></li> <li>• Number of complaint reviews upheld: <b>2</b>. The resulting recommendations made to the Constabulary included, for the Constabulary to issue an apology, and that the complaints outcome should find that the service was not acceptable (this was agreed and changed by the Constabulary).</li> </ul>
5.13	<p><b><u>Professional Standards Reporting Concerns (Whistleblowing)</u></b></p> <p>The Constabulary have in place a policy and procedure which allows staff working within the Constabulary to report concerns under the protection afforded by the Public Interest Disclosure Act 1998.</p> <p>The procedure applies to Police Officers, Police Staff, contractors, or others acting on behalf of the Constabulary whether full-time or part-time, fixed term and permanent staff, seconded staff, volunteers (including the Special Constabulary), temporary and agency staff, contractors, self-employed consultants, and associate tutors. It includes the Commissioner, his deputy, and members of the OPCC.</p> <p>The Professional Standards Reporting Concerns (Whistleblowing) procedure has been developed to ensure that all reported concerns are considered and actioned according to the principles and standards of the Code of Ethics. Where possible, all matters are dealt with on a confidential basis. The Professional Standards Department (PSD) triage these concerns. This includes anonymous information or intelligence. PSD assess them, consider threat, harm, and risk, and then action them through an established tasking and coordination process. Conduct matters will be managed by PSD. The OPCC receive assurance on behalf of the Commissioner through their membership of the PSD Governance Board, which is held quarterly and is chaired by the Deputy Chief Constable.</p> <p>The Commissioner is the appropriate authority in respect of complaints made against (or alleged misconduct by) the Chief Constable, so specific concerns about the Chief Constable are raised directly with the police and crime commissioner.</p> <p>Where the concern raised is not conduct / criminal then these are passed to the relevant area of business e.g., concerns re people management issues are passed to Human Resources for action. Concerns about the Commissioner or his deputy as well as</p>

	<p>members of the OPCC are passed to the CEO for consideration. If the concern relates to suspected financial impropriety in the force, the matter can be raised with the Commissioner.</p> <p>Between 1 April 2021 and 28 February 2022, no concerns about the Chief Constable have been raised through this process to the Commissioner. No concerns about the Commissioner, his deputy, or members of the OPCC have been passed to the CEO. No concerns about financial impropriety have been raised with the Commissioner.</p>
5.14	<p><b><u>Oversight of the Police Complaints Process</u></b></p> <p>Additional mechanisms are in place to provide further assurance to the Commissioner. These include.</p> <ul style="list-style-type: none"> <li>• PSD Governance Board (OPCC is a member of this Board)</li> <li>• IOPC Oversight Joint OPCCs/PSD Meeting – Beds/Herts/Cambs</li> <li>• OPCC Professional Standards Department champion</li> </ul> <p>These assurance arrangements receive quantitative and qualitative reports, which includes the Constabulary’s quarterly performance in relation to Police Complaints, provided by the PSD Governance Board and published on the Commissioners Website. Here trends and patterns of dissatisfaction are identified and on behalf of the Commissioner the OPCC can address systemic issues identified. The IOPC Oversight meetings also provide details of emerging trends and lessons learned.</p>
5.15	<p>The Commissioner acknowledges that complaints are the end point and that to enhance confidence in policing there is a need to be proactive. The Commissioner’s Ethical Policing Theme includes deliverables developed to provide this proactivity.</p>
5.16	<p><b><u>Ethical Policing Theme – Community Scrutiny Panels</u></b></p> <p>To provide independent scrutiny of the Constabulary’s use of stop and search and use of force, the OPCC support two Community Scrutiny Panels, who meet monthly. These scrutiny panels are conducted within the Constabulary. They were established in 2021 and play a significant part in providing assurance under the Commissioner’s Ethical Policing Theme. These countywide scrutiny panels comprise of committed volunteers who live, work or study within Cambridgeshire. The scrutiny panels are chaired by an independent volunteer who is responsible for selecting incidents for scrutiny and conducting the panel meetings.</p>
5.17	<p>The Scrutiny Panels review the method and legality of stop and searches and the appropriateness of the use of force. Scrutiny can include unarmed defence tactics, the use of physical restraint, such as handcuffs, and the use of other police equipment, including incapacitant spray. After examining records, officer statements and body worn video footage, the Scrutiny Panels provide direct feedback to the Constabulary, based on what they have discussed. This feedback provides an opportunity to help the Constabulary shape the organisation so they can serve our communities in the manner which they expect and deserve. The feedback is contained within minutes of the meetings with actions tracked and report back through the Chair of the Scrutiny Group.</p> <p>The Scrutiny Panels also receive quarterly reports relevant to their area of scrutiny. These are provided through the PSD Governance Board.</p>
5.18	<p>To provide assurance of the effectiveness of these scrutiny panels, the OPCC provide the Commissioner with an overview of the feedback, minutes of the meeting and</p>

	<p>progress against agreed action. An Annual General Meeting (AGM) is scheduled to take place 22 March 2022. It will consider the first year of the scheme and will consider opportunities to enhance the effectiveness. This review is a deliverable being managed by the OPCC.</p>
5.19	<p><b><u>Ethical Policing Theme – Independent Custody Visitors Scheme</u></b></p> <p>Section 51 of the Police Reform Act 2002 places the responsibility for organising and overseeing the delivery of independent custody visiting with the Commissioner, in consultation with chief officers. The Commissioner must ensure that they have in place robust and effective procedures for establishing and maintaining their independent custody visiting schemes, including the allocation of appropriate resources to this function. Through the OPCC, the Commissioner has allocated resources, who make arrangements for detainees to be visited by Independent Custody Visitors (ICV). Such arrangements includes access to detainees, examination of records, inspection of detention facilities and provision of a Code of Practice.</p> <p>Independent Custody Visiting meets other obligations around the European Convention on Human Rights, and the Optional Protocol to the Convention against Torture (OPCAT).</p>
5.20	<p>Independent custody visiting is the well-established system whereby volunteers attend police stations to check on the treatment of detainees and the conditions in which they are held and that their rights and entitlements are being observed. It offers protections and confidentiality to detainees and the police and reassurance to the community at large. The scheme in Cambridgeshire, supported by the Constabulary has regard to the National Standards and the Commissioner is responsible for:</p> <ul style="list-style-type: none"> <li>• Publicising the work of their schemes.</li> <li>• Developing policies to maintain and enhance the effectiveness of schemes, including the frequency with which visits should be carried out.</li> <li>• Ensuring the maintenance of appropriate organisational arrangements and visiting patterns.</li> <li>• The recruitment, approval, and training of independent custody visitors.</li> <li>• Establishing and maintaining effective systems for feeding back to the police and crime commissioner on a regular basis the output from visits and putting in place the necessary action to respond to issues as they arise.</li> <li>• Facilitating meetings of their independent custody visitors to discuss their work and issues arising from it.</li> <li>• Quality assurance of ICV Report forms.</li> <li>• Monitoring performance against: <ul style="list-style-type: none"> <li>• The agreed frequency of visits</li> <li>• The number of occasions on which detainees refuse to speak to visitors;</li> <li>• Remedial and rectification of actions taken by the police in response to issues raised by ICVs.</li> </ul> </li> </ul>
5.21	<p>Additional mechanisms are in place to provide further assurance to the Commissioner. These include the provision of clear guidance, e.g. The College of Policing’s Authorised Professional Practice (APP) as well as assurance provided by;</p> <ul style="list-style-type: none"> <li>• Independent Reviews - e.g. the Angiolini review (an independent review published in 2017 that looked into serious incidents and deaths in custody, undertaken by Rt Hon. Dame Elish Angiolini DBE QC).</li> </ul>

	<ul style="list-style-type: none"> <li>• Police and Criminal Evidence (PACE) Strategy Group</li> <li>• Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services (HMICFRS) &amp; Her Majesty's Inspectorate of Prisons (HMIP)</li> <li>• Inquests</li> <li>• IOPC</li> </ul>
5.22	<p><b><u>Legally Qualified Chairs</u></b></p> <p>Legally Qualified Chairs (LQC) were brought into being on 1 January 2016 (as a result of the Police (Conduct) (Amendment) Regulations 2015). They are appointed by Police and Crime Commissioners (PCCs), from across the Eastern Region, to serve in a pool of LQCs from which Cambridgeshire PSD can draw upon to chair misconduct hearings. Cambridgeshire OPCC currently manage this pool of LQCs on behalf of the Eastern Region.</p> <p>LQCs must satisfy the judicial appointment eligibility condition on a 5-year basis as set out in Section 50 of the Tribunals, Courts and Enforcement Act 2007.</p> <p>Appointees were sought for a four-year term with the option at the discretion of the PCCs for the term to be extended for a further four-year period. A further recruitment process occurred in 2019. The Terms &amp; Conditions were updated in preparation for the New 2020 Regulations which came into effect on 1<sup>st</sup> Feb 2020.</p> <p>LQC Cambs hearings held since start of New Regs in Feb 2020, these include hearings under the Old Regs:</p> <p>Cambs Panel attendances for LQCs since 1 February 2020. 7</p>
6.	<p><b>BACKGROUND DOCUMENTS</b></p> <p>Police Reform and Social Responsibility Act 2011  <a href="http://www.legislation.gov.uk/ukpga/2011/13/contents">http://www.legislation.gov.uk/ukpga/2011/13/contents</a></p> <p>Statutory Guidance on the Police Complaints System 2020.  Independent Office for Police Conduct  <a href="http://www.policeconduct.gov.uk">Statutory guidance on the police complaints system (policeconduct.gov.uk)</a></p> <p>BCH Scheme of Governance.  <a href="http://www.bch.gov.uk">Scheme of Governance – July 2015</a></p>



<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 9</b>
<b>23 March 2022</b>	<b>Public Report</b>

## Report of Cambridgeshire Police and Crime Commissioner

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### DELIVERY OF THE POLICE AND CRIME COMMISSIONER’S POLICE AND CRIME PLAN 2021-24 – FORWARD PLAN

<b>1.</b>	<b>PURPOSE</b>
1.1	The purpose of this report is to update the Police and Crime Panel (the “Panel”) on the approach for successfully delivering the Police and Crime Commissioner’s (the “Commissioner”) Police and Crime Plan 2021-24 (the “Plan”).
<b>2.</b>	<b>RECOMMENDATIONS</b>
2.1	The Panel is recommended to note the report.
<b>3.</b>	<b>TERMS OF REFERENCE</b>
3.1	Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.  Item 8 – To support the effective exercise of the functions of the Police and Crime Commissioner.
<b>4.</b>	<b>BACKGROUND</b>
4.1	The Panel have a role in scrutinising and supporting the Commissioner in the exercise of his statutory functions. This includes supporting delivery against the themes and deliverables in his Plan. At the Panel meeting of 2 February 2022, to assist the Panel, Members asked the Commissioner for an indication of future activity that will be undertaken to deliver the Plan.
4.2	The Commissioner’s Plan is structured around five themes. They are as follows; <ul style="list-style-type: none"> <li>• Putting Communities First</li> <li>• Crime Prevention</li> <li>• Supporting Victims and Witnesses</li> <li>• Ethical Policing</li> <li>• Robust Enforcement</li> </ul> <p>Within the Plan each theme includes a summary of what key activities will be undertaken and delivered during the lifetime of the Plan. The Panel endorsed the Commissioner’s Plan in November 2021, and the Plan was published on 29<sup>th</sup> November 2021.</p>
4.3	Each theme summarises what will happen and how this will be achieved. The Delivery Plan is the mechanism by which shared outputs and outcomes will enable all agencies

	and partners to support tackling crime and keeping communities safe. Each theme is supported by an agreed set of deliverables.
4.4	In accordance with the request from the Panel, the key deliverables for each theme for the next 6-9 months are detailed below.
<b>5.</b>	<b>POLICE AND CRIME PLAN 2021-24 THEMES</b>
5.1	This section outlines the current deliverables identified within the Delivery Plan for the rest of this year and the first two quarters of 2022/23, albeit that much of the work involves external partners and timescales will be subject to change. Further scoping of deliverables continues on an ongoing basis as one piece of work generates further activity. For example, the outcomes of the Business Crime Survey should help the OPCC to focus activity/engagement to enable effective partnership working with the Business Community.
5.2	<p><b>Putting Communities First – Priorities for Action</b></p> <p><b>What we will do:</b> We will ensure the police and other partners are listening to the public and working with them to act on their concerns and supporting them to assist themselves. From initial contact to rural and business crime, anti-social behaviour, hate crime and speeding.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Bolstered resources for Community Safety Partnerships (CSPs) through funding Problem Solving Co-ordinators and a new Communities Fund</li> <li>• Business Crime Survey</li> <li>• Briefing Pack regarding workings of CSPs for the benefit of councillors for the swift referral and resolution of community concerns</li> <li>• Scope out Visibility/Accessibility Assessment Framework</li> <li>• Develop an Engagement Strategy</li> <li>• Link with national cycle crime strategy</li> <li>• Enhance links between probation and community safety partners to make Community Payback more visible and beneficial for the public</li> <li>• Refresh the Countywide Community Safety Agreement and Board</li> </ul>
5.3	<p><b>Crime Prevention</b></p> <p><b>What we will do:</b> We will work in partnership to understand and tackle the root causes of crime and serious violence through early intervention and rehabilitating people who have offended, while reducing opportunities for people to commit crime.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Refreshed Drugs Partnership Strategy</li> <li>• Fraud and Cyber Crime Awareness Campaigns</li> <li>• Review of Integrated Mental Health Team in Demand Hub</li> <li>• Refreshed Rehabilitation &amp; Resettlement Partnership Strategy</li> <li>• Youth Fund Awards</li> <li>• Enhanced early intervention support for female offenders</li> </ul>
5.4	<b>Victims and Witnesses</b>

	<p><b>What we will do:</b> We will protect vulnerable people and ensure victims and witnesses are placed at the heart of the criminal justice system, commissioning services to support them.</p> <p>We will recognise every victim's experience is different and will provide a quality service which maintains their trust and confidence in the criminal justice system.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Refresh of Domestic Abuse/Sexual Violence Partnership Strategy setting out core and enhanced offer</li> <li>• Recruitment of a Victims Policy Officer</li> <li>• Review of provision for victims of crime requiring mental health support</li> <li>• Re-commissioning of specialist support services for young victims of crime</li> <li>• Remodelling for provision of elements of domestic abuse support services in partnership with Local Authority</li> <li>• Review of Victim and Witness Hub</li> <li>• Support delivery and monitoring of innovative domestic abuse perpetrator programmes</li> <li>• Facilitating joined up working with criminal justice colleagues</li> </ul>
5.5	<p><b>Ethical Policing</b></p> <p><b>What we will do:</b> We will ensure the police act with integrity and social responsibility, promoting a culture that is inclusive, diverse and takes equality seriously – from how they interact with the public they serve, to environmental sustainability.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Development of an Independent Ethics Board</li> <li>• Review Independent Custody Visitor scheme</li> <li>• Produce an Integrity Assurance Annual Report 2021/22</li> <li>• Review Scrutiny Panels One Year In. (Stop &amp; Search and Use of Force)</li> <li>• Develop an Environmental Sustainability Strategy (having due regard for Estates Strategy and Accommodation Strategy)</li> <li>• Develop an Environmental Sustainability Policy</li> <li>• Develop plans for the ethical use of biometrics in law enforcement (as APCC national lead)</li> </ul>
5.5	<p><b>Robust Enforcement</b></p> <p><b>What we will do:</b> We will ensure the police and other partners such as courts, prosecutors, probation, and local authorities are using criminal justice and other enforcement processes effectively to keep Cambridgeshire and Peterborough safe.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Ensure Constabulary progress in cutting crime and delivery against the National Crime &amp; Policing Measures</li> <li>• Police enforcement activity to tackle serious and organised crime, drugs and exploitation, including county lines.</li> <li>• Monitoring the effectiveness and efficiency of the criminal justice system.</li> <li>• Ensure the local delivery of the National Integrated Offender Management Strategy</li> <li>• Support the local delivery of Multi Agency Public Protection Arrangements</li> </ul>

<b>6.</b>	<b>MONITORING DELIVERY OF THE PLAN</b>
6.1	The Commissioner holds the Chief Constable to account for performance through reports submitted to the Commissioner's Business Co-ordination Board. Additional arrangements are in place to provide assurance. These arrangements receive quantitative and qualitative reports, such as on the Constabulary's quarterly performance reports and individual reports on how the Office of the Police and Crime Commissioner, the Constabulary and partners are delivering towards the Plan.
6.2	Updates to the Panel against the delivery of the Plan will be provided twice a year. At the end of the financial year, this update will be through the presentation and publication of the Commissioners Annual Report and a six-month interim progress report on delivery will also be provided. This approach will enable the Panel to support and scrutinise the Commissioner in the delivery of his Plan.
<b>7.</b>	<b>BACKGROUND DOCUMENTS</b>
7.1	Police and Crime Commissioner's 'Police and Crime Plan 2021-24'  <a href="http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/">http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/</a>



**CAMBRIDGESHIRE POLICE AND CRIME PANEL  
DRAFT AGENDA FORWARD PLAN 2022-2023**

<b>DATES</b>	<b>ITEMS</b>
<b>23 MARCH 2022</b> 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints Communications and Engagements Complaints – Commissioner OPCC – Forward Plan
<b>20 JULY 2022</b> AGM 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints OPCC Annual Report - (full meeting given importance) Panel's Annual Report Complaints – Panel Policy update OPCC – Forward Plan
<b>EARLY SEPTEMBER</b> (TBC)	Member Training – Frontline Introduction to OPCC Work Programming Session with Frontline/OPCC
<b>14 SEPTEMBER 2022</b> 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints Criminal Justice Community Safety Arrangements OPCC – Forward Plan
<b>23 NOVEMBER 2022</b> 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints 6 Monthly Interim Delivery of Police and Crime Plan OPCC – Forward Plan
<b>EARLY NOVEMBER</b> (Date TBC) Scarman House Coventry	Police & Crime Annual Conference
<b>1 FEBRUARY 2023</b> 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints Precept Report 2023/2024 (full meeting – given importance) OPCC – Forward Plan
<b>15 FEBRUARY 2023</b>	If needed (Veto)



<b>1:30pm Engine Shed Sand Martin House Peterborough</b>	
<b>22 MARCH 2023 1:30pm Engine Shed Sand Martin House Peterborough</b>	<b>Public Questions Review of Complaints OPCC – Forward Plan</b>