



CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 14 SEPTEMBER 2022, 1.30 PM

Sand Martin House

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

AGENDA

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| 1. | Apologies for Absence | |
| 2. | Declarations of Interest | |
| 3. | Minutes of the Meeting held on 20 July 2022 | 3 - 14 |
| 4. | Public Questions/Statements | |
| | Questions must be received before 12 noon on Friday 9 th September 2022 to be guaranteed acceptance in accordance with the Rules of Procedure. | |
| 5. | Review of Complaints | 15 - 16 |
| 6. | Criminal Justice and Community Safety Arrangements | 17 - 22 |
| 7. | HMICFRS PEEL Report | 23 - 84 |
| 8. | Delivery of the Police and Crime Plan - Forward Plan | 85 - 94 |
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| | Deferred to next meeting | |
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**Members of the public wishing to submit questions or a statement to the Panel can do so by contacting the Senior Democratic Services Officer 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 Sharp, A Bradnam, S Tierney, S Ferguson, S Warren, A Ali, C Hogg, S Count, SA Hart, A Gilderdale, M Beuttell

Independent Co-opted Members

Edward Leigh (Chair)

Claire George (Vice-Chair)

Substitutes

Councillors: J Huffer, M Goldsack, G Wilson, T Sanderson, N Moyo, M Sabir, S Barkham, D Connor, S Baigent, C Lowe

Senior Democratic Services Officer

Jane Webb, Peterborough City Council

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

Email: Jane.Webb@peterborough.gov.uk

1st September 2022

Dear Edward

I refer to the Cambridgeshire Police and Crime Panel's (the "Panel") report following the meeting of the 20th July 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 1:** To circulate to Members the Victim Services dashboard (available on the Supporting Victims and Witnesses page of the PCC website).

PCC Response: the links to the dashboard are below:

Dashboard: <https://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2022/07/2021-22-Victims-services-dashboard.pdf>

Web page: <https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/supporting-victims-and-witnesses/>

- 2. Recommendation 2:** To bring a full report on the two areas of concern from the HMICFRS Report to the next Panel meeting (September 2022).

PCC Response: The report has been prepared and included within the agenda for 14 September 2022 Panel.

- 3. Recommendation 3:** Officers to speak to Chief Executives and Council Leaders of local authorities about joining together to lobby government for fairer funding for Cambridgeshire alongside the Constabulary.

PCC Response: This matter has been taken to the Cambridgeshire and Peterborough Public Service Board.

- 4. Recommendation 4:** Reports on the delivery of the Police and Crime Plan - To add in a short status/stage (completed/nearly completed/in progress) column to each item within the report.

PCC Response: The report format has been changed to reflect this recommendation.

- 5. Recommendation 5:** An annual report taken to the panel – showing a whole year’s work. A six-month interim report – showing all the deliverables being reported on and then taken off for the future.

PCC Response: these reports are scheduled into Panel agendas.

Yours sincerely

A handwritten signature in black ink, appearing to be 'D. Preston', written on a light-colored background.

Darryl Preston
Police and Crime Commissioner for Cambridgeshire and Peterborough



**MINUTES OF A MEETING OF THE
CAMBRIDGESHIRE POLICE AND CRIME PANEL
ON 20 JULY 2022**

Members Present: Edward Leigh (Chair), Councillors A Gilderdale, Ishfaq, A Ali, A Bradnam, C Hogg, SA Hart (left at 4:20pm), A Sharp, S Count (from 2:10pm) and Claire George (Vice).

Officers Present:

Paulina Ford	Senior Democratic Services Officer, Peterborough City Council
Jane Webb	Senior Democratic Services Officer, Police and Crime, Peterborough City Council (Virtual)
Fiona McMillan	Monitoring Officer, Peterborough City Council

Others Present:

Darryl Preston	Cambridgeshire Police and Crime Commissioner
Jim Haylett	Chief Executive OPCC (Office of Police Crime Commissioner)
John Peach	Deputy Police and Crime Commissioner
Jack Hudson	Head of Business Development OPCC

1. Election of Chairperson

The Senior Democratic Services Officer asked for nominations for the role of Chairperson. Edward Leigh was nominated by Councillor Bradnam and seconded by Councillor Sharp. There were no other nominations and therefore Edward Leigh was appointed Chair for the municipal year 2022/23.

2. Election of Vice Chairperson

The Chairperson asked for nominations for the role of Vice Chairperson. Claire George was nominated by Councillor Sharp and seconded by Councillor Hogg. There were no other nominations and therefore Claire George was appointed Vice Chair for the municipal year 2022/23.

3. Apologies for Absence

Apologies were received from Councillors Tierney, Warren, Ferguson, Beuttell, and Goldsack. Councillor Hussain was in attendance as substitute for Councillor Warren.

4. Declarations of Interest

No declarations of interest were declared.

5. Minutes of the Meeting held on 25 March 2022

Minutes of the meeting held on 25 March 2022 were agreed as an accurate record.

6. Public Questions/Statements

There were no public questions or statements received for the meeting.

7. Review of Complaints

One complaint had been received but was deemed unfounded and therefore immediately closed.

ACTION

The Panel **NOTED** the item

8. Police and Crime Commissioner's Annual Report

The Panel received a report to review the draft Annual Report for the period of the 1st of April 2021 to the 31st of March 2022 issued by the Police and Crime Commissioner (the "Commissioner") under Section 12 of the Police Reform and Social Responsibility Act 2011 (the "Act"). It was noted that the Commissioner took up his term of office in May 2021 and this Police and Crime Plan was endorsed by the Panel in November 2021.

The Commissioner updated the panel on two new issues:

1. Police Pay Award – This was a flat cash payment of £1900 for all levels, from the Chief Constable down to the first graduate entry level. This represents about 5% overall (Finance had anticipated a 3.5% raise), but the government have agreed to pay half of the amount needed over the 3.5% already planned for. The Commissioner stated this was a well-deserved and well needed pay increase for police officers.
2. Impact of Dramatic Temperatures – 101 calls had doubled in the last two days (1300 calls Tuesday and Monday), 999 had significantly increased to 500 – these would be calls where policing is the service of last resort, so had to respond to but they were not crime matters.

The Commissioner referred to several points he had taken away from the previous Panel meeting:

1. Councillor Bradnam – Domestic Homicide Reviews – The Commissioner stated he had responded personally to Councillor Bradnam and he informed the Panel that the OPCC had been invited as one of the few forces to be actively involved in the consultation for the review process.
2. Barristers Striking – This was still ongoing, and the Local Criminal Justice Board was closely watching this in relation to witnesses/ victims and the support they were given.
3. Website (Scrutiny Panels) – This had been resolved and was now visible on the force website.
4. EPIC – A hefty response had been received; the Commissioner could provide this to the Panel if requested.
5. IT Issues (logos) – The Commissioner informed the Panel the force website was part of the "Single Online Home" for UK policing therefore not just administered by the constabulary but was a national system, meaning changes took longer to occur.

The Commissioner updated the panel on operational issues:

1. Car Cruising in Peterborough – this had moved forward, involving the Community Safety Partnership and Problem-Solving Group, of which local councillors and Police were active within. Progress had been seen with prevention work carried out.

The Commissioner presented his Annual Report, stating he was now just over a year into the role that he was still honoured and privileged to be carrying out. During the last year, there had been challenges but had immensely enjoyed doing the job he had always wanted to do...keeping our communities safe.

The Panel made comment, asked questions, and received responses from the Commissioner and his staff regarding the draft Annual Report, these included:

Councillor Bradnam asked:

- a) Why there was no reference to the overall number of crimes in the county or any analysis of the types of crimes or comparisons to other counties or national statistics? The Commissioner explained this information was widely available and was not usually included within a Police and Crime Plan. The Commissioner was happy to sign-post Councillor Bradnam in the correct direction for the information.
- b) How many staff were in the RCAT (Rural Crime Action Team) team, how many crimes had been apprehended versus how many were reported? The Commissioner responded stating; this was an operational question but that numbers were increased in May 2021, and they were the best Rural Crime team in the country, rural crime had reduced by 46% in the past year and hare coursing had reduced by 30%.
- c) How could you improve on the 88% of victims feeling fairly satisfied with the service they had received? The Commissioner explained this came under the Violence against Women and Girls agenda, which was a top priority at a government, regional and local level, of which there was a lot of work being carried out. Additional funding had been obtained for the IDVAs (Independent Domestic Violence Advisor), which would be a key support.

Councillor Ali stated that;

- d) The large Muslim and Pakistan communities were not reflected within the report. The Commissioner stated there was a problem regarding diversity across the board but there was an uplift programme in place to help resolve this, along with dedicated teams for these areas but there was still a need to receive feedback from these communities.
- e) Although the Commissioner had stated that crime rates were down; Councillor Ali's constituents were frustrated with the 101 line and therefore they were aware that crime was being grossly under-reported, Councillor Ali invited the Commissioner to his ward to listen to the residents. The Commissioner agreed that 101 call handling was a challenge and would be covered later in this meeting. As regards more police action, the uplift officers are coming through but need time to be trained and become experienced but reiterated that crime was decreasing.

Councillor Hogg stated:

- f) The webchat button was still hidden in the bottom right-hand corner of the webpage and needed further work.
- g) Did the Commissioner support the specials asking for the funding of camera vans? The Commissioner stated he fully supported the specials, and they now had their new camera vans.

Councillor Hussein commended the Commissioner on his accessibility, openness, and ease at which he was contactable and the fact he responded promptly. He stated that:

- h) Following a recent licensing committee meeting, a consultation was currently underway regarding CCTV being placed in taxis for security purposes; Councillor Hussein asked the Commissioner, if he would be able to help Peterborough taxi drivers fund this expense. The commissioner stated he would take this away as this fell into the Violence against Women and Girls agenda which was a significant priority across the partnership and High Harms Board
- i) Regarding the ethnic communities wanting to see more police officers from an ethnic background, Councillor Hussein's opinion was it should be "the best man for the job with an

understanding of the different religions and cultures, especially when making arrests, to ensure that religious and cultural boundaries were not overstepped.” The Commissioner stated he was reassured that the training took place to equip officers with the necessary knowledge to serve all communities in a diverse way, but he would raise this again with the Chief Constable to be certain.

- j) What was being done about educating young children on the prevention of drug use? The Commissioner responded stating this was a key policy and priority, to work with the schools to enable early intervention. There was already work being undertaken, e.g., Safer Schools Team and County Lines.

Councillor Bradnam asked:

- k) How had the community scrutiny panel been selected, how often had the panel met and how many cases had been scrutinised. The Commissioner stated that there had been a process which was on the constabulary website, a good process had been followed resulting in a good range of diversity from the volunteers who put themselves forward.
- l) How many people had been visited under the Independent Custody Visiting Scheme in 2022/23? The Commissioner stated he did not have these figures but could forward these if required.
- m) Had an update been received regarding the funding of Domestic Homicide Reviews (DHRs)? The Commissioner explained there was a meeting planned with the Home Office regarding the consultation on DHRs on 15 August.
- n) Councillor Sharp thanked the Commissioner for his early intervention work around anti-social behaviour that was carried out within the schools due to the importance of attempting to steer youngsters away from going down the wrong path. The Commissioner stated this was his number one priority as being excluded from school meant there was a significant chance that the individual would end up seriously injured, dead or in prison which had an impact on the individual and the community.
- o) Had the PCSO (Police Community Support Officers) roles that had been kept open for those that had progressed to officers now been filled? The Commissioner explained that the intention was still to recruit and train for further PCSOs within the current financial year however the chief constable was focussed on the uplift and training of officers otherwise there would be a financial penalty from the government.

Councillor Gilderdale asked:

- p) With Cambridge having a large Gypsy, Roma, travelling community, how would the new legislation/police powers impact this community? The Commissioner stated he had been in conversations with Councillor Gilderdale’s predecessor, Councillor Collis who had been helping to arrange a meeting with the Gypsy, Roma, travelling community but unfortunately the meeting did not come to fruition. The Commissioner stated he was willing to engage with the community and any help to do this would be very welcomed. Regarding the new legislation, this would be operational and therefore a decision for the Chief Constable as to how this would be acted upon.
- q) Regarding the police work around domestic violence and violence against women and girls alongside the current cost of living crisis which could lead to economic abuse within relationships; was there any work being undertaken to support women who were in financial based dependent relationships. The Commissioner gave his reassurance that those working in this area were aware of this aspect.
- r) Councillor Hussein asked what had led the crime figures to decrease and could this be increased to further drive down crime. The Commissioner explained that domestic burglary was down by nearly 50% based on 2019 baseline; these 2019 figures were pre-covid being used as the figures from lockdown were not “true figures” to baseline against.
 - a. Robbery down by over 20% on 2019 baseline
 - b. Overall theft down by 25% on 2019 baseline
 - c. Vehicle crime down by 35% on 2019 baseline
 - d. Rural crime down by 46% on the last year
 - e. Bike theft down on 30% on the last year (particularly in Cambridge)

Crime was down but the demand on the constabulary had significantly increased and much of this demand was not associated with core policing jobs.

Edward Leigh asked:

- s) For clarification, that the reduction in crime excluded fraud, as it was dealt with at a national level. The Commissioner explained that fraud was reported centrally into the City of London Police and was the most prevalent of crime type and was not counted in the figures within the report.

Councillor Count stated:

- t) There had been significant investments made in both the Cambridge and Peterborough Railway stations to help prevent bike thefts, but these thefts were now occurring at Cambridge North station and therefore asked if the same investment could be made into the Cambridge North Station. The Commissioner explained a lot of work had taken place in Cambridge and across the county and work was also scheduled to take place at the Cambridge North station.

Councillor Hogg asked:

- u) For clarification around the reporting of crime figures, as these were confusing (burglary down 47%, shoplifting down 25% but reporting of drugs supply and county lines increased 55%). The Commissioner stated that the analysis of crime was complex, and he was happy to take this offline to explain in further detail, as it was sometimes counter intuitive. But an increase in reporting did mean there was more confidence in reporting and that the police were proactively dealing with those crime types. He did explain that reported crimes were recorded crimes – this was just terminology; drug crimes came about due to police drug raids, burglaries were down as there were less victims of burglary. The Commissioner was reassured that the figures were showing a downward trend.
- v) Why domestic violence figures had not been included and had these figures changed since pre-COVID. The Commissioner explained these figures have been made public, there had been an increase over lockdown, which had since plateaued. He explained that this was another crime type that did not give the full picture by recorded crime, as the Independent Domestic Violence advisors, their cases were not police recorded. The Commissioner added that Jim Haylett was working with the Public Service Board around countywide analytical resource, where this happened, there were far better outcomes, as it enabled all the data to be looked at from all the agencies to sort out patterns to drive the deliverables and outcomes going forward.

Edward Leigh stated:

- w) He commended the Commissioner and his team on an Annual Report that was both short and readably.
- x) Asked for clarification around the Safer Communities Fund. The Commissioner responded stating this was part of the package supporting the community safety partnerships which was divided into two areas, i) to fund a problem-solving co-ordinator for three years, ii) to enable Community Safety Partnerships to be able to bid from a £200,000 pot to deal with the low-level local issues (anti-social behaviour, fly-tipping, broken windows etc), that were real quality of life issues for those affected in the area.
- y) Asked for clarification on what over-establishment meant. The Commissioner explained that the Chief Constable had a fixed number of posts within each of his departments and this was prudent planning, especially within the Demand Hub as it was such a critical area, knowing employees would leave etc; the figures would eventually balance; this was not an area that could be under resourced.
- z) The Victim and Witness Hub team had 15,650 witnesses but only supported 5,000; why did these numbers differ? Jim Haylett explained that all victims were offered help and assistance three times but only 5,000 took up this offer.
- aa) The report mentioned bereaved families of fatal traffic incidents and the support they received; why had road traffic fatalities been singled out when people have suffered bereavement in other ways? The Commissioner stated that road traffic fatalities had been singled out as this support was delivered by a local charity, Roads Victims Trust, who the Commissioner was very keen to support as they did an excellent job.

- bb) The Victim Service Providers Data which was available on the Cambridgeshire PCC (Police and Crime Commissioner) website contained an interesting flowchart which would have been useful to have provided to the Panel and asked if this could be circulated.

HMICFRS Report

The Commissioner explained that the HMICFRS PEEL Inspection Report was published at the end of June 2022. He gave context to the report as there were areas that the force were stated as needing improvement.

- 101 calls – this was useful, as part of the Commissioner’s audit and ability to hold the chief constable to account, he could now use this report to ask what was being done to address this problem
- Investigating crime – this was significant and a concern; the Commissioner had since seen a comprehensive plan to put this right. The data used by HMIC was from May 2021, but it could be resolved quickly by the chief constable, and he was confident this would be addressed.

In relation to the report itself, the Constabulary were found to be GOOD in four areas, three areas were ADEQUATE and two assessed as REQUIRES IMPROVEMENT (101 calls/investigating crime)

The Commissioner’s main concern was responding to the public and 101 calls; there was now a detailed delivery plan in place supported by an audit schedule to monitor and evaluate the improvements going forward. The Commissioner requested that he came back to the Panel at the next meeting with a full report on those two areas to explain the chief constable’s actions and what the Commissioner was doing to hold him to account.

The Commissioner explained that HMICFRS Inspections had changed, and they had been warned that gradings would go down; Cambridgeshire were grouped into a similar family of forces (six forces), two of those are better funded than Cambridgeshire and are in special measures, with another one likely to enter special measures.

On top of the demand on service there was also the growth of population; the census had predicted a 0.1% increase, but this was in fact 4%; this had an impact on funding as funding was based on population. The Commissioner was lobbying MPs over funding because if Cambridgeshire were funded correctly there could be extra call handlers and police officers.

The Commissioner stated there were two issues he heard from residents and business owners that they wanted:

- More police officers and visibility of police officers; this has happened, there were now over 1,650 and there would be 1,714 by March 2023.
- Crime cut – the Commissioner had demonstrated this had now happened.

Having reviewed the Annual Report of the Police and Crime Commissioner the Panel **AGREED** to **ENDORSE** the Annual Report for 2021/22 and *made the following recommendation.*

1. *To circulate a flowchart to show the more detailed summary of the outcomes secured by all victim service providers (which is available on the website) to Members.*

HMRICFRS Report – recommendations agreed:

1. *To bring a full report on the two areas of concern from the HMRICFRS Report to the next Panel meeting (September).*
2. *To approach the Public Service Board about joining together to lobby government for fairer funding for Cambridgeshire alongside the Constabulary*

9. Delivery of the Police and Crime Plan – Forward Plan

Edward Leigh thanked the Commissioner and his team for providing the report and asked that in addition to providing the areas interest, could a short status column be added to indicate what stage the item is at (preparation/progressing/delivered).

The Panel received an update on the approach for successfully delivering the Police and Crime Commissioner's Police and Crime Plan 2021-24.

Jim Haylett explained that some of the deliverables had been completed prior to the report being published and it would therefore help to have three categories, completed, nearly completed, and rolling. It had also been agreed there would be an annual report and a six-month interim report.

The Panel **AGREED** to **NOTE** the report and made the following recommendation:

1. *To add in a short status/stage (completed/nearly completed/in progress) column to each item within the report.*
2. *An annual report taken to the panel – showing a whole year's work*
3. *A six-month interim report – showing all the deliverables being reported on and then taken off for the future.*

(THE COMMISSIONER AND HIS STAFF LEFT THE MEETING)

10. Rules of Procedure and Panel Arrangements

The Panel received a report to review the Rules of Procedure and Panel Arrangements and to incorporate a proposed amendment into the Panel Arrangements if agreed.

After discussion, the following was agreed:

The Panel **AGREED** to **NOTE** the report and made the following recommendations:

1. *It was **AGREED** that the Panel Arrangements would state that it must be a two thirds majority vote of **those members present at the meeting** to reappoint a co-opted independent member to the panel for any additional multiple terms, starting after the second 4-year term.*
2. *It was **AGREED** that 3.25 of the Panel Arrangements it would state that it must be a two thirds majority vote of **those members present at the meeting** to terminate the appointment of a co-opted member.*
3. *A link be added into the Rules of Procedures at 4.1 Panel Meetings to show 2.0 Functions of the Police and Crime Panel from the Panel Arrangements.*

11. Cambridgeshire Police and Crime Panel – Annual Report

The Panel received the Panel's Annual report to consider the work of the Panel over the last twelve months.

Discussions took place and a couple of tweaks agree:

- Change of photos
- Added in wording of Councillor

The Panel **AGREED** to **NOTE** the Annual Report.

12. Administration Costs and Member Expenses

The Panel received a report detailing the budget claimed to support Cambridgeshire's Police and Crime Panel, including the expenses of Panel Members.

The Panel **AGREED** to **NOTE** the report.

13. Complete Review of Complaints Policy/Guidance

The Panel were presented with a revised and updated procedure for dealing with complaints.

After a long discussion it was agreed that this would be reviewed outside the meeting and brought back to the Panel once further tweaks had been made.

The Panel **AGREED** for the Chair and Vice Chair to work with the Monitoring Office and Senior Democratic Services Officer to review the policy outside the meeting and bring back an updated version to the September meeting.

14. Meeting Dates and Agenda Plan

DATES	ITEMS
8 SEPTEMBER 2022 Engine Shed Sand Martin House Peterborough	Member Training – Frontline Introduction to OPCC Work Programming Session with Frontline/OPCC
14 SEPTEMBER 2022 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints Criminal Justice Community Safety Arrangements HMRICFRS OPCC – Forward Plan
23 NOVEMBER 2022 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints 6 Monthly Interim Delivery of Police and Crime Plan Approach to Commissioning and Grants OPCC – Forward Plan
11 NOVEMBER 2022 Scarman House Coventry	Police & Crime Annual Conference Hybrid Meeting (Attend virtual or face-to-face)
1 FEBRUARY 2023 1:30pm Engine Shed	Public Questions Review of Complaints Precept Report 2023/2024 (full meeting – given importance)

Sand Martin House Peterborough	OPCC – Forward Plan
15 FEBRUARY 2023 1:30pm Engine Shed Sand Martin House Peterborough	If needed (Veto)
15 MARCH 2023 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints OPCC – Forward Plan

ITEM	ACTION
1. Review of Complaints	The Panel AGREED to Note the report.
2. Police and Crime Commissioner's Annual Report 2021/22	<p>Having reviewed the Annual Report of the Police and Crime Commissioner the Panel AGREED to ENDORSE the Annual Report for 2021/22 and <i>made the following recommendation.</i></p> <p>2. <i>To circulate a flowchart to show the more detailed summary of the outcomes secured by all victim service providers (which is available on the website) to Members.</i></p> <p><i>HMRICFRS Report – recommendations agreed:</i></p> <p>3. <i>To bring a full report on the two areas of concern from the HMRICFRS Report to the next Panel meeting (September).</i></p> <p>4. <i>To approach the Public Service Board about joining together to lobby government for fairer funding for Cambridgeshire alongside the Constabulary</i></p>
3. Delivery of the Police and Crime Plan – Forward Plan	<p>The Panel AGREED to NOTE the report and made the following recommendation:</p> <p>4. <i>To add in a short status/stage (completed/nearly completed/in progress) column to each item within the report.</i></p> <p>5. <i>An annual report taken to the panel – showing a whole year's work</i></p> <p>6. <i>A six-month interim report – showing all the deliverables being reported on and then taken off for the future.</i></p>
4. Rules of Procedure and Panel Arrangements	<p>The Panel AGREED to NOTE the report and made the following recommendations:</p> <p>4. <i>It was AGREED that the Panel Arrangements would state that it must be a two thirds majority vote of those members present at the meeting to reappoint a co-opted independent member to the panel for any additional multiple terms, starting after the second 4-year term.</i></p> <p>5. <i>It was AGREED that 3.25 of the Panel Arrangements it would state that it must be a two thirds majority vote of those members present at the meeting to terminate the appointment of a co-opted member.</i></p> <p>6. <i>A link be added into the Rules of Procedures at <u>4.1 Panel Meetings</u> to show <u>2.0 Functions of the Police and Crime Panel</u> from the Panel Arrangements.</i></p>
5. Cambridgeshire Police and	The Panel AGREED to NOTE the Annual Report.

Crime Panel – Annual Report	
6. Administration Costs and Member Expenses	The Panel AGREED to NOTE the report.
7. Complete Review of Complaints Policy/Guidance	The Panel AGREED to review this outside the meeting and bring back an updated version to the September meeting.
8. Meeting Dates and Agenda Plan	The Panel NOTED the forthcoming meeting dates.

The meeting began at 2:00pm and ended at 4:22 pm

CHAIRPERSON

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No.
14 SEPTEMBER 2022	Public Report

Report of: Jane Webb, Senior Democratic Services Officer, 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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6CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 6
14th September 2022	Public Report

Report of Police and Crime Commissioner for Cambridgeshire and Peterborough

Contact Officer – Jim Haylett

Contact Details – cambs-pcc@cambs.pnn.police.uk 0300 333 3456

TITLE

1.	PURPOSE
1.1	To provide the Cambridgeshire Police and Crime Panel (the “Panel”) with details of the Police and Crime Commissioner’s (the “Commissioner”) approach to criminal justice and community safety.
2.	RECOMMENDATION
2.1	The Panel is recommended to note the contents of this report.
3.	TERMS OF REFERENCE
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.
4.	BACKGROUND
4.1	Under the Police Reform and Social Responsibility Act 2011 (the “Act”) the Panel has a role in scrutinising the Police and Crime Commissioner’s (the “Commissioner”) in the exercise of his statutory functions.
4.2	As well as the Commissioner’s duties for holding the Chief Constable to account, the Act places wide-ranging statutory duties and powers on Commissioners relating to: <ul style="list-style-type: none"> • working in co-operation with community safety partners; and • with criminal justice agencies, making arrangements so that their functions provide an efficient and effective criminal justice system. This includes: <ul style="list-style-type: none"> • mutual duties for co-operative working; • having regard to respective priorities; and • PCC powers to convene community safety and criminal justice partners.
4.3	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 Act. Work to deliver against the Commissioner’s duties relating to criminal justice and community safety cover the breadth of the plan, with a particular focus through: <ul style="list-style-type: none"> • Putting Communities first • Crime Prevention

	<ul style="list-style-type: none"> • Supporting Victims and Witnesses; and • Robust Enforcement.
5.	WORKING IN PARTNERSHIP
5.1	<p>Given the reciprocal duties for co-operative working, delivery in this area is very much based on working in partnership with a wide range of local agencies and organisations. The Commissioner’s convening powers also enable him to provide leadership and transparency within the system. There are a wide range of partners that the Office of the Police and Crime Commissioner (the “OPCC”) work with regularly. In addition to the police, these include:</p> <ul style="list-style-type: none"> • Government Departments – the Home Office is the lead government department for drugs policy, crime, counter terrorism, police. While the Ministry of Justice is the lead on justice and the justice system, courts, prisons and probation. • Local Authorities – under the Crime and Disorder Act 1998 local authorities have wide-ranging duties relating to reducing crime and disorder. As well as specific responsibilities relating to issues such as anti-social behaviour and youth justice, other key responsibilities also impact on crime and policing, from housing to early help support for families and road safety. • The Probation Service – has responsibility for the supervision of offenders in the community and providing advice to courts for all offenders. A new probation service model was introduced in summer 2021 which has prompted significant change. Local links are focussed on the Local Delivery Unit for Cambridgeshire and Peterborough, as well as the regional team for the East of England. • Peterborough Prison – HMP Peterborough is the resettlement prison for Cambridgeshire. This means many people who will return to Cambridgeshire on release will spend the end of their sentence here, where they will be supported in preparing for release and addressing their resettlement needs. • Crown Prosecution Service (the “CPS”) – the CPS is independent and prosecutes criminal cases that have been investigated by the police. • HM Courts and Tribunal Service (“HMCTS”) - HMCTS is responsible for the administration of criminal courts. • Health – the health system is complex. Local links include public health which is charged with improving people’s health and levelling up health disparities. For example, public health colleagues commission local drug and alcohol treatment services. NHS England commission some other health services within the criminal justice system including prison-based healthcare. The newly formed Integrated Care System operates across Cambridgeshire and Peterborough to commission health services, including mental health services. • Combined Authority – supporting growth across Cambridgeshire and Peterborough, there are links with the work of the Combined Authority, from skills to transport.
5.2	<p>Across Cambridgeshire and Peterborough there is a complex backdrop of mutual duties for co-operative working across multiple agencies and through multi-agency partnerships, including those highlighted below:</p>

	<p>Strategic System Leadership</p> <ul style="list-style-type: none"> Countywide Harms Board (Community Safety Strategic Board) Health & Wellbeing Board Criminal Justice Board Safeguarding Boards Integrated Care System Board Public Service Board 	<p>Countywide Harms Board (Community Safety Strategic Board) Priorities</p> <ul style="list-style-type: none"> Drug Strategy Serious Violence Violence Against Women & Girls Serious & Organised Crime 	<p>Countywide Delivery Groups</p> <ul style="list-style-type: none"> Mental Health Delivery Board Domestic Abuse / Sexual Violence Strategic Board CCJB Rehabilitation & Resettlement Group Strategic Child Exploitation Group PREVENT Board Vision Zero Partnership Board Drug & Alcohol Misuse Delivery Board Youth Justice Management Board Organised Crime & Modern Day Slavery Delivery Group 	<p>Local / Countywide Linkages</p> <ul style="list-style-type: none"> PCC / Community Safety Partnership Chairs Meeting Community Safety Officer Group 	<p>Local Delivery</p> <ul style="list-style-type: none"> Cambridge City Community Safety Partnership East Cambridgeshire Community Safety Partnership Fenland Community Safety Partnership Huntingdonshire Community Safety Partnership Safer Peterborough Partnership South Cambridgeshire Community Safety Partnership
5.3	<p>In the context of changes as a result of the pandemic and significant new national statutory duties, funding and outcome scrutiny (most recently relating to drugs and serious violence), the Countywide High Harms Board, chaired by the Commissioner, has recently been established. This will provide strategic direction and leadership across four priority issues:</p> <ul style="list-style-type: none"> • drugs; • serious violence; • violence against women and girls; and • serious and organised crime. <p>The Commissioner has also recently taken on the role of ‘Senior Responsible Owner’, to provide oversight for the delivery of the drug strategy locally.</p>				
5.4	<p>Countywide delivery groups ranging from the Domestic Abuse / Sexual Violence Strategic Board to the counter-terrorism PREVENT board are well-established and were identified previously where complexity or wider impact suggests a countywide approach would add value. These groups are chaired by lead officers from Responsible Authorities and undertake needs assessments, develop joint strategies and delivery plans and monitor outcomes.</p>				
5.5	<p>The Crime and Disorder Act 1998 requires the responsible authorities in a local area to work together to formulate and implement strategies to tackle local crime and disorder. These Community Safety Partnerships (“CSPs”) are made up of representatives from the police, local authority, fire service, health service, probation, and others (the “Responsible Authorities”). The Act places a mutual duty on these bodies and the Commissioner to co-operate with each other. This includes duties to formulate and implement strategies to tackle local crime and disorder; to complete an annual strategic assessment; and to regularly engage and consult with the community.</p>				
6.	<p>CRIMINAL JUSTICE</p>				
6.1	<p>The Police and Crime Plan highlights the Commissioner’s commitment to:</p> <ul style="list-style-type: none"> • working with partners in the Criminal Justice System to ensure those who break the law are brought to justice efficiently and effectively, and are less likely to reoffend; • ensuring criminal justice agencies provide victims and witnesses with the service they are entitled to and are kept informed; and 				

	<ul style="list-style-type: none"> working in partnership with local criminal justice agencies to ensure when processes are reviewed the impact on victims and witnesses is considered and that they deliver justice quickly.
6.2	<p>One way in which the reciprocal duties relating to criminal justice are fulfilled is through Local Criminal Justice Boards. The Criminal Justice Board for Cambridgeshire and Peterborough (the “CJB”) is chaired by the Commissioner. The CJB is a non-statutory body whose purpose is to contribute to improving the efficiency and effectiveness of the Criminal Justice System at a local level by bringing together senior strategic partners from the relevant criminal justice agencies such as the police, courts and the CPS. Clearly prosecutorial and judicial independence need to be respected at all times.</p>
6.3	<p>The main Board is supported by partnership sub-groups which provide more operational and tactical co-ordination across the system:</p> <ul style="list-style-type: none"> Delivery Group – focused from point of charge to conclusion of court proceedings, including victims and witnesses; Efficiency Group – operational problem solving forum; Rehabilitation and Resettlement Group – focused on reducing reoffending and ensuring effective rehabilitation; Special Domestic Abuse Court Operations Group – focused on performance locally of the Special Domestic Abuse Court, along with problem solving; Case File Quality – focused on case progression (Cambridgeshire are national leaders in case file quality) Integrated Offender Management (“IOM”) Oversight Group – oversight of IOM arrangements for the cross-agency response to the most prolific offenders; and MAPPA Board – oversight of Multi-Agency Public Protection Arrangements for managing violent and sexual offenders.
6.4	<p>As with arrangements for the independent inspection of policing, criminal justice agencies are also subject to independent inspection. Together the four criminal justice inspectorates (of Constabulary; the Crown Prosecution Service; Prisons; and Probation) also co-operate to address issues which involve more than one agency through the Criminal Justice Joint Inspection.</p>
6.5	<p>The pandemic caused significant disruption to the criminal justice system nationally. National and regional decision making, supported by intense local partnership working through the structures outlined above kept justice moving through the pandemic. As recovery progresses, the Commissioner has been encouraged by the trends seen in the local data and the commitment of partner agencies to improving performance.</p>
6.6	<p>Criminal Justice System Delivery Data Dashboards have started to be published by the Government. These are a valuable tool in drawing together immense volumes of data within the criminal justice system. There are some areas of work locally where the Government have highlighted strong performance and are seeking to understand learning for other areas.</p>
7.	OPCC APPROACH
7.1	<p>In line with the commissioning cycle approach taken by the OPCC, the approach to partnership working also reflects the ‘understand’, ‘plan’, ‘do’, ‘review’ approach. Across wide-ranging themes this includes:</p> <ul style="list-style-type: none"> national/local legislation, strategies & consultations – interpretation, co-ordinating responses, implementation, join up; understanding local context, needs & trends;

	<ul style="list-style-type: none"> • horizon scanning risks & opportunities; • partner discussions, problem solving & action planning; • grants & commissioning; • meetings & roundtable events – discussions and papers; • holding to account & grant monitoring; • correspondence and calls with public & councillors; • co-ordinating visits; • responding to media requests.
7.2	<p>The Commissioner’s Annual Report 2021-22 provided a snapshot of the work carried out by the Commissioner and his office, with partners, to contribute to the delivery of the priorities set within the plan. This included:</p> <ul style="list-style-type: none"> • championing public concerns and supporting the county’s six Community Safety Partnerships (CSPs) to address local issues; • partnering an Academy Trust on a pilot scheme to provide a safe and constructive environment for young people outside school hours; • £263K towards youth offending services to work with young people in the criminal justice system to prevent re-offending; • £471K has been invested into the county from the Home Office’s Safer Streets Fund; • funding the Constabulary to enable first-time offenders to access online support programmes to help them address the root causes of their offending; • £78K to support and improve the lives of vulnerable people in Peterborough who have multiple and complex needs, including homelessness, substance misuse and mental ill health; and • establishing a ‘Twinning Project’ at HMP Peterborough to offer prisoners accredited coaching with Peterborough United FC to help reduce reoffending and prepare them for a better life after release.
7.3	<p>Core to the Commissioner’s approach and the Police and Crime Plan is listening to local people and ensuring their concerns are addressed. In terms of championing public concerns and supporting the county’s six Community Safety Partnerships to address local issues, this has included a range of activity, including up to £730,000 to tackle local crime and disorder:</p> <ul style="list-style-type: none"> • a proactive approach within the OPCC to responding to local issues of concern through correspondence and calls with members of the public and local councillors. The Commissioner has also undertaken a range of visits to understand issues of concern; • sharing a briefing pack about the work of CSPs with local councillors to support them in accessing and providing support to ensure the swift referral and resolution of community concerns; • all six CSPs now have the capacity in place to co-ordinate problem solving work to tackle local issues that matter to our communities, includes funding from the Commissioner; • new Safer Communities fund opened to CSPs in May to fund local initiatives which reassure people that they are dealing with local issues of concern which matter to them. CSPs are able to bid for up to £5,000 for initiatives which provide a swift response to crimes such as anti-social behaviour, road safety, bike theft and fly tipping; • the Commissioner meets with CSP chairs regularly, to support the sharing of best practice.
7.4	<p>Police and other partners have responded when these issues have been highlighted to them. For example, to inform the development of the Police and Crime Plan, the Commissioner undertook a public survey in summer 2021. One of the top issues highlighted</p>

	<p>in Cambridge City was bike theft. The Commissioner has championed this issue with partners. Enforcement activity (including a dedicated cycle crime police officer) and joint work with other agencies has had a positive impact on reported levels of crime. In addition, the Commissioner has developed links with the national lead on cycle crime enabling local partners to influence and respond to national activity. The Commissioner has also instigated discussions through the Combined Authority on how local transport initiatives, including those relating to cycling, can design in crime prevention from the outset.</p>
7.5	<p>As well as the responsibility for commissioning support services for victims of crime, the Commissioner is able to commission other services through the award of crime and disorder reduction grants from the Commissioner’s budget. There are also opportunities to bid into the Home Office or Ministry of Justice for specific time limited funds to support key areas of work. For example, the Home Office Safer Streets Fund is targeted to prevent violence against women and girls in public spaces, neighbourhood crime (such as burglary, robbery and theft) and anti-social behaviour. In July the Government announced Cambridgeshire had once again been successful in the fourth round of this funding, with the OPCC supporting a partnership bid to tackle anti-social behaviour and sexual violence in Wisbech and Peterborough. The grant is worth £634,285 over 15 months and will pay for a range of new initiatives and interventions to keep people safe in the Medworth Ward of Wisbech and Peterborough Central, some of which will include:</p> <ul style="list-style-type: none"> • the creation of two new posts within Peterborough City Council and Fenland District Council dedicated to tackling anti-social behaviour; • extra mobile CCTV cameras and an additional member of staff who is already trained in spotting predatory behaviours; • extended training to be delivered to Security Industry Staff and taxi drivers on how to spot predatory behaviour and what to do when it is identified; • the setting up of a Sexual Violence Ambassador Scheme within three schools to improve young people’s knowledge of VAWG, promote equal relationships and prevent violence in dating and intimate partner relationships; • training for teaching staff and pupils in secondary schools to help identify predatory behaviour; • funding for a Street Chaplain scheme in Peterborough to provide support and assistance to those that wish to enjoy the city’s nightlife; • resources for to develop local Neighbourhood Watch schemes with studies showing that for every 100 crimes committed an average of 15 crimes were prevented in active Neighbourhood Watch areas; • video doorbells will also be offered to homes within Peterborough Central and Medworth Ward as a preventative measure against burglary.
	<p>BACKGROUND DOCUMENTS</p>
	<p>Police and Crime Commissioner’s Police and Crime Plan 2021 – 2024 https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/</p> <p>Police Reform and Social Responsibility Act 2011 http://www.legislation.gov.uk/ukpga/2011/13/contents</p>

PEEL REPORT 2022

OPCC 11th July

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PEEL Report Gradings

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Recording data about crime	Preventing crime	Investigating crime	
	Protecting vulnerable people	Treatment of the public	Responding to the public	
	Developing a positive workplace	Managing offenders		
	Good use of resources			

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HMICFRS highlighted four areas of innovative practice within the Constabulary

CAMSTRA

Vulnerability
Focus Desks

Sharing info with
partners

Pause Point

25

Areas For Improvement

Responding to the Public

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Responding to the Public

Summary Position

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Current establishment vs strength

- Current police staff establishment - 95 FTE
- Current strength - 87.3 FTE
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30

Average call back times on queue buster

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(reporting non emergency incidents)

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(reporting crimes that do not need attendance)

Responding to the Public

The way ahead

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Demand Hub – Delivery Plan 2022-2023

Creating a safer Cambridgeshire by preventing crime and building trust within our communities, safeguarding the vulnerable, tackling criminality, delivering high quality service through efficient use of resources by working as one team



PRIORITY	Increase public satisfaction, responding appropriately and improving communication					
FOCUS	Improving public confidence	Maintaining call handling times	Timeliness of initial response	Improving communication with victims	Improving visibility and accessibility	
AIMS	To what extent does the Constabulary provide a professional appropriate, and timely response to calls for service, maintaining handling times in line with its advertised service level agreements?	To what extent does the Constabulary provide a choice of appropriate contact channels to engage with the public and manage them in a professional and timely manner?	To what extent does the Force attend incidents in a timely manner, with the appropriate risk-based use of resources to effectively meet demand?	To what extent does the Constabulary ensure that communication with victims and witnesses is maintained throughout the initial phase, reducing delays on secondary lines and keeping people updated?	How does the Constabulary ensure that it learns and embeds best practice from other Forces to improve its service for victims and witnesses?	
STRATEGIC MEASURES	<ul style="list-style-type: none"> • 90% of 999 calls answered within 10 seconds • 80% of 101 calls answered within 30 seconds • <5% Secondary abandonment rate • Increased use of online services • Median time taken to attend 'Immediate' grade incidents <15 minutes • Median time taken to attend 'Priority' grade incidents <60 minutes • Median time taken to attend 'Prompt' grade incidents <240 minutes 					
GOVERNANCE	Demand Hub Management and Supervision		Demand Hub SLT Performance Meeting		Force Performance Board	

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- Demand Management Strategic Group chaired by CI to focus upon:
 - Switchboard efficiency
 - IMU contact with public
 - Nuisance/hoax/high demand callers
 - Completing work when other agencies should do so
- Continued focus towards reducing IMU calls through introduction of VCOP and implementation of policy around welfare check incidents
- July's performance – first month our 999 performance as reported by BT will match Cambs own records as result of updated and aligned processes specifically removal of 6 second delay to improve National League Table position

	Type of Report	% of all reports	Reports	Daily Average
1	Crime	69%	2028	65
2	Intel	14%	410	13
3	Anti-social Driving (with video)	4%	115	4
4	Anti-social Driving (without video)	0%	13	0
5	RTC (Non injury)	7%	205	7
6	RTC (Injury)	2%	47	2
7	CTC Search	1%	34	1
8	CTC Request	1%	40	1
9	Clare's Law	1%	36	1

Online Reporting has increased by **2%** compared to June 2021 and is **8%** above the 12 month average

Crime reporting has risen **262%** compared to June 2021 and is **53%** above the 12 month average

Focused work to encourage use of online reporting to improve capacity to assist with secondary abandonments

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Areas For Improvement

Investigating Crime

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The force should make sure that investigation plans are created when needed, with supervisory oversight ensuring all investigative opportunities are taken

The force should make sure that an auditable record of the decision of the victim and their reasons for withdrawal of support or wishes for an out-of-court disposal or caution are fully documented. It should make sure it documents whether evidence-led prosecutions have been considered in all cases

The force needs to make sure that the requirements of the Code of Practice for Victims of Crime are complied with



Investigating Crime

The way ahead

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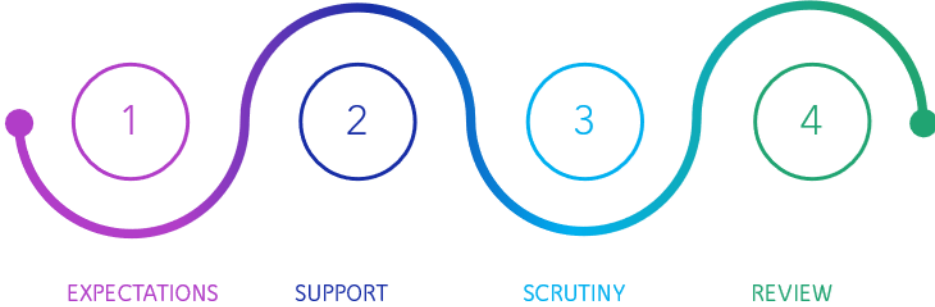
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- Former Response Investigations Team has been restructured to form a Volume Crime Team within CID bringing additional investigative oversight
- Additional VCT investigative supervisory resources being explored through CAMSTRA
- Introduction of North and South dedicated Standards and Assurance 2 DCIs & 2 DIs focussing upon investigative standards.
- A revised Crime Standards Intervention Plan (April-December) has been produced by DCS Greenhalgh, Head of Crime including:
 - Additional DI and DS resources now temporarily assigned for 3 - month period to support VCTs through reviewing crimes and 'floorwalking role' to review and reduce crime queues

CRIME STANDARDS INTERVENTION



Crime Standards Intervention Plan (April-December)

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- Introduction of Strategic Performance Board chaired by CC includes oversight of crime investigation performance
- P&P Sherlock Week 40 crime training and Continuous Professional Development Unit now provide:
 - Dedicated DCs and Tradecraft officers to support local policing teams
 - Detective training programme
 - Cambs have risen from 37th out of 43 nationally to 15th out of 43 for positive outcomes

- May 2021 - HMICFRS Victim Service Assessment carried in excess of 150 crimes
- Feb 2022 - Assurance and Standards carried out extensive review against double original sample size and found improvements namely:

• Initial Action Plan present	May 2021	63%	Feb 22	79%
• Victims Code of Practice being adherence	May 2021	88%	Feb 22	94%
• Initial Victim Needs Assessment	May 2021	25%	Feb 22	84%

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PEEL REPORT 2022

OPCC 11th July

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Responding to the Public

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Responding to the Public

The way ahead

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 - Completing work when other agencies should do so
- Continued focus towards reducing IMU calls through introduction of VCOP and implementation of policy around welfare check incidents
- July's performance – first month our 999 performance as reported by BT will match Cambs own records as result of updated and aligned processes specifically removal of 6 second delay to improve National League Table position

	Type of Report	% of all reports	Reports	Daily Average
1	Crime	69%	2028	65
2	Intel	14%	410	13
3	Anti-social Driving (with video)	4%	115	4
4	Anti-social Driving (without video)	0%	13	0
5	RTC (Non injury)	7%	205	7
6	RTC (Injury)	2%	47	2
7	CTC Search	1%	34	1
8	CTC Request	1%	40	1
9	Clare's Law	1%	36	1

Online Reporting has increased by **2%** compared to June 2021 and is **8%** above the 12 month average

Crime reporting has risen **262%** compared to June 2021 and is **53%** above the 12 month average

Focused work to encourage use of online reporting to improve capacity to assist with secondary abandonments

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Areas For Improvement

Investigating Crime

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The force should make sure that investigation plans are created when needed, with supervisory oversight ensuring all investigative opportunities are taken

The force should make sure that an auditable record of the decision of the victim and their reasons for withdrawal of support or wishes for an out-of-court disposal or caution are fully documented. It should make sure it documents whether evidence-led prosecutions have been considered in all cases

The force needs to make sure that the requirements of the Code of Practice for Victims of Crime are complied with



Investigating Crime

The way ahead

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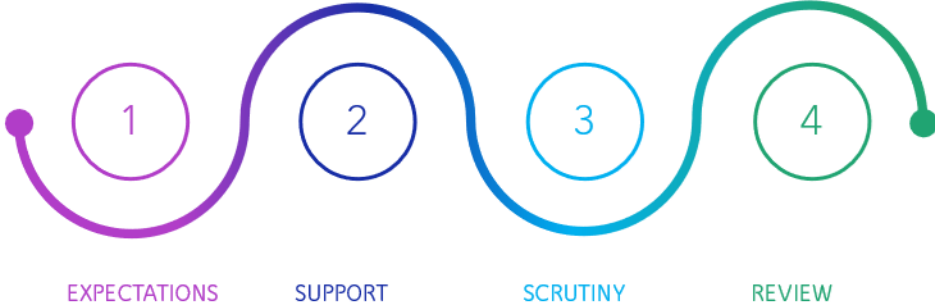
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- Former Response Investigations Team has been restructured to form a Volume Crime Team within CID bringing additional investigative oversight
- Additional VCT investigative supervisory resources being explored through CAMSTRA
- Introduction of North and South dedicated Standards and Assurance 2 DCIs & 2 DIs focussing upon investigative standards.
- A revised Crime Standards Intervention Plan (April-December) has been produced by DCS Greenhalgh, Head of Crime including:
 - Additional DI and DS resources now temporarily assigned for 3 - month period to support VCTs through reviewing crimes and 'floorwalking role' to review and reduce crime queues

CRIME STANDARDS INTERVENTION



Crime Standards Intervention Plan (April-December)

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- Introduction of Strategic Performance Board chaired by CC includes oversight of crime investigation performance
- P&P Sherlock Week 40 crime training and Continuous Professional Development Unit now provide:
 - Dedicated DCs and Tradecraft officers to support local policing teams
 - Detective training programme
 - Cambs have risen from 37th out of 43 nationally to 15th out of 43 for positive outcomes



- May 2021 - HMICFRS Victim Service Assessment carried in excess of 150 crimes
- Feb 2022 - Assurance and Standards carried out extensive review against double original sample size and found improvements namely:

• Initial Action Plan present	May 2021	63%	Feb 22	79%
• Victims Code of Practice being adherence	May 2021	88%	Feb 22	94%
• Initial Victim Needs Assessment	May 2021	25%	Feb 22	84%

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B C B six week update

Update against PEELAFIs

Responding to the Public Investigations

AUGUST 2022

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Areas For Improvement

Responding to the Public

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AFI's Responding to the Public

1. The force needs to attend calls for service in line with its published attendance times and ensure that when delays do occur that victims are fully updated.
2. The force needs to make sure that call takers give appropriate advice on the preservation of evidence and crime prevention.
3. The force should make sure that repeat victims are routinely identified.

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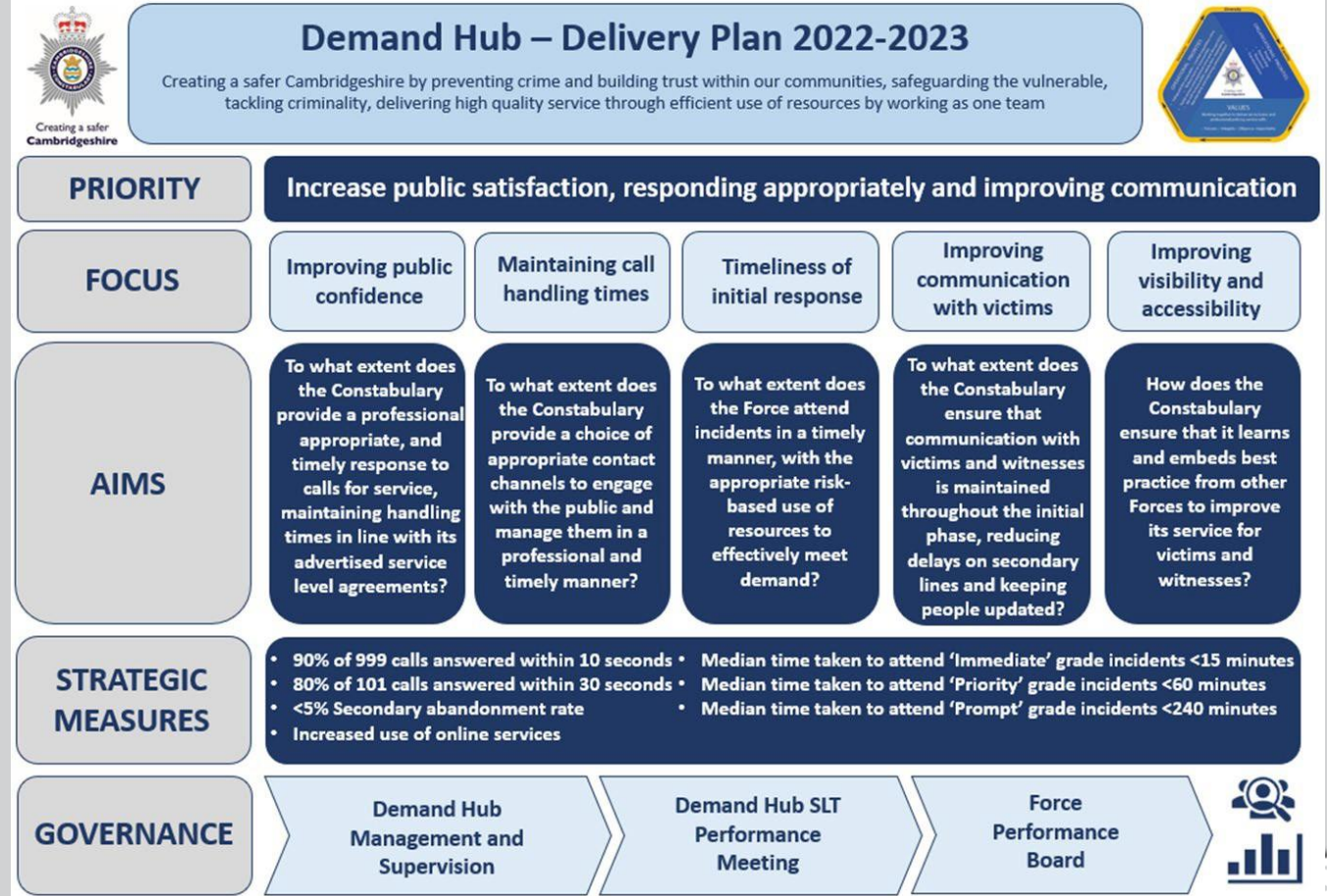
Demand Hub Delivery plan 22-23

Areas of focussed activity - CONTACT

- Improvement in the capture of Equality Data
- Improvement in the percentage of abandoned calls on secondary lines
- Robust THRIVE assessments including identification of vulnerable and repeat victims
- Provide Crime Reduction and scene preservation advice as appropriate
- Answering secondary calls for service following initial triage

Areas of focussed activity - FCR

- Attending calls for service within its published timeframes
- Updating victims regarding delays in attendance



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AFI - The force needs to attend calls for service in line with its published attendance times and ensure that when delays do occur that victims are fully updated.

Actions taken/planned

- No resources available policy embedded
- Robust concern for welfare policy to reduce demand
- Demand reduction working group to target top 10 drivers of demand
- Training delivered to call handling staff to divert demand to appointments, other agencies and to robustly THRIVE prior to police attendance
- Automatic timers on incidents in place
- Capacity review aide vs call back
- Auditable process in place to monitor
- Increase in Tuserv usage to prevent unnecessary delays in officers returning to PS following incident attendance

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The force needs to make sure that call takers give appropriate advice on the preservation of evidence and crime prevention.

Action Taken/Planned

- Robust THRIVE audit undertaken March 2022 including scene preservation advice. (54% of calls received appropriate crime scene advice)
- Updated and increased training provided to call handlers including face to face briefings
- Follow up audit in Sept 2022 to assess impact of training and internal messaging
- Focus will be given to individuals highlighted with development needs through audit.

Time frame for expected impact

- Improvement expected in Sept audit.

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The force should make sure that repeat victims are routinely identified.

Actions Taken

- THRIVE audit undertaken March 2022
- An in-depth training package including a 30 min long video was created in May 2022 that addressed the specific needs of the department.
- Face to Face briefings delivered to DH and CC staff
- Further audits in June, July, and planned for Sept 2022
- Tailored individual feedback provided to staff to drive improvements

Current and future impact

- June and July audit show improvement across all areas, trajectory expected to continue

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Improvement in the percentage of abandoned calls on secondary lines

Actions in progress

- Review of all question sets to reduce call handling time
- STRA performance supervisor role being progressed to allow dedicated call handling performance monitoring
- Review of shift patterns and working hours to meet increased demand and improve performance
- Review of incident free text to improve efficiency
- 13 x staff recruited awaiting vetting
- SOH IHUB anticipated go live currently Oct 22

Timescale for impact

- Question set review complete
- Trail shift changes are now BAU
- Unprecedented increase in demand has lessened visibility of impact to date.
- New staff will take time to vet, and train - impact likely to take 6 + months
- SOH IHUB will reduce duplication and create capacity upon delivery.

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Medium term actions

- Best practice forces identified and engaged
- Demand Hub resolution centre project launch to link to SOM
- Kent Demand resolution pilot being explored for Cambs approach to reduce demand onto front line and improvement customer service through timely response to non urgent calls
- Review of partner demand which can be diverted to other agencies

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Areas For Improvement

Investigating Crime

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AFI's Investigating Crime

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Intervention / Improvement Plan

Head of Crime leads the plan and is predicated on 4 key elements:

1. Expectations
2. Support
3. Scrutiny
4. Review



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Expectations - Key Activity

- ✓ Building on already previous articulated expectations
- ✓ CC Messaging in drop ins and presentations
- ✓ ACC Briefings to Sgts, Insp & CI
- ✓ Head of Crime monthly bulletin post CSDG - consistent message
- ✓ PDR Entry for supervisors
- ✓ E- Book mandatory supervisory review
- ✓ Supervisory expectations one page document at all levels created
- ✓ Articulation around what a good review looks like briefed to Sgts via DCIs in 121 interactions
- ✓ Key principles of investigation and improvement created by DCI's and DI's

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Support - Key Activity

- ✓ VCT / SCT re model and moving towards co location
- ✓ 10 additional VCT Sgt from STRA 2022
- ✓ Supt away day to workshop crime standards as a collective issue
- ✓ Uplift and review of VCT supervision levels
- ✓ VCT training days held covering crime standards and proportionate investigation
- ✓ Floorwalkers in place (from all departments force wide) - assisting with VCT primarily – Peer support
- ✓ Streamlined previously complex IVNA (27 questions) to 7 questions – more user friendly
- ✓ Specific training / briefing around IVNA / Victim & Witness Hub
- ✓ Documents streamlined - refreshed E Book and supervisory expectations are only key docs - nothing else.
- ✓ Visibility drop ins / sgt workshops held by HOC
- ✓ 121 briefing with sgt by DCI / DI Standards & Assurance
- ✓ Individual feedback based on audit results

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Scrutiny - Key Activity

- ✓ Audit regime in place to track specific areas of HMICFRS focus
- ✓ Audit regime mirrors HMICFRS methodology but with larger samples
- ✓ Monthly Audits report directly into Head of Crime via CSDG and then to ACC in FPB
- ✓ Audit able to be broken down to departmental areas in order to give focussed feedback
- ✓ Individual feedback given by DCI Standards & Assurance

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Key Areas of Audit Results

	IAP	Quality Supv review	IVNA	Good Victim Care	
HMIC	75%	63%	75%	78%	
June	85%	83%	70%	90%	
July	88%	73%	92%	88%	

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Summary

- Improvements can be seen in key areas, yet recognition there is more to do
- Audits show PVP & SCT (more experienced) better rates of compliance
- Good victim care and updates evident
- Area of weakness/ focus needed is volume crime
- 8 ➤ Need to help create capacity with high demand / volume
- This will help create consistency rather than fluctuations of compliance

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
14 September 2022	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Jack Hudson, Head of Business Development, OPCC

Contact Details – cambs-pcc@cambs.police.uk 0300 333 3456

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

1.	PURPOSE
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”).
2.	RECOMMENDATIONS
2.1	The Panel is recommended to note the contents of this report.
3.	TERMS OF REFERENCE
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.
4.	BACKGROUND
4.1	The Panel’s role is to scrutinise and support the Commissioner in the exercise of his statutory functions. Key to this is the Commissioner’s Police and Crime Plan 2021-2024. This Plan was developed following extensive consultation, endorsed by the Panel in November 2021 and published on 29 th November 2021.
4.2	The Commissioner’s Plan is structured around five themes. They are; <ul style="list-style-type: none"> • Putting Communities First • Crime Prevention • Supporting Victims and Witnesses

	<ul style="list-style-type: none"> • Ethical Policing • Robust Enforcement <p>Within the Plan each theme includes a summary of what key activities will be undertaken and delivered during the lifetime of the Plan.</p>
4.3	<p>Deliverables were developed, designed to progress each of the Commissioners five themes. Other activities developed to support the effective and efficient running of the Commissioner Office were also incorporated into the Delivery Plan. 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.</p>
4.4	<p>Much of the work contained within the Delivery Plan involves external partners and stakeholders. There is an ongoing risk-based process to scope and prioritise deliverables. There are dependencies between all the activities and upon their completion, further work can be identified as being needed. As such timescales for delivery may change.</p>
4.5	<p>To enable the Panel to scrutinise and support the Commissioner, members asked the Commissioner for an indication of future activity that will be undertaken to deliver the Plan. In accordance with the request from the Panel, key deliverables and activities of note as well as new deliverables for each theme for the next 6-9 months are detailed in Section 5. Also included in Section 5 are recently completed deliverables and activities of note.</p>
4.6	<p>It was agreed at the outset that a comprehensive update to the Panel against the delivery of the Plan will be provided, bi-annually (See 6.2 below). In July 2022, and with a purpose of providing both scrutiny and support, the Panel requested further information regarding progress of key deliverables and activities of note. This has been incorporated into the latest iteration of this paper.</p>
5.	POLICE AND CRIME PLAN 2021-24 THEMES
5.1	<p><u>Putting Communities First – Priorities for Action</u></p> <p>What we will do: 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>

Completed deliverables / activities of note:

- Briefing Pack regarding workings of CSPs for the benefit of councillors for the swift referral and resolution of community concerns
 - **Update:** Activities delivered. Local Government Association (LGA) guidance for councillors on community safety shared with councillors via CSPs. Problem solving officers will follow up with training. CSPs have provided tailored information from their area on who to contact on various issues. Intended to be recirculated as new councillors elected. New activities identified and added as new deliverables.
- Bolster resources for Community Safety Partnerships (CSPs) through funding Problem Solving Co-ordinators and a new Communities Fund
 - **Update:** Activities delivered. All six CSPs now have capacity to co-ordinate problem solving work to tackle local issues that matter to our communities. This includes funding from PCC. PCC's new Safer Communities Fund opened to CSPs in May. Update part of Criminal Justice & Community Safety Paper for Panel 14/9.
- Business Crime Survey;
 - **Update:** Activities delivered. Business Crime Survey launched. Further engagement with the Business Community continuing. See deliverable in relation to Business Community Event.
- Refresh the Countywide Community Safety Agreement and Board;
 - **Update:** Completed. Activities have resulted in the development of a High Harm Board. A comprehensive update is included as part of Criminal Justice & Community Safety Paper developed for Panel.
- Develop an Engagement Strategy.
 - **Update:** Completed. Communications & Engagement Strategy developed and published on the Commissioner's Website. [The Police & Crime Commissioner for Cambridgeshire | Listening and Responding \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk)

Current Deliverables

- Scope out Visibility/Accessibility Assessment Framework
 - **Update:** Activities ongoing. Initial scoping was undertaken as part of the development of the Communications and Engagement Strategy and the deliverable was included within the supporting Tactical Plan, see new deliverable. Activities ongoing with a purpose of embedding this into business as usual during Q3/Q4, 2022/23.

- Enhance links between probation and community safety partners to make Community Payback more visible and beneficial for the public
 - **Update:** Activities ongoing. In Q1 probation shared details of the programme with local councillors through a PCC councillor briefing session. Information shared with CSPs through presentation at Community Safety Officers Group. Will revisit engagement Q3/4
- Recruitment of a Community and Engagement Officer
 - **Update:** Recruitment on hold whilst business model reviewed during Q2.
- Improving Community Engagement
 - **Update:** Activities ongoing. Included is the submission of a business case submitted for the purchase of software to improve Community Engagement. Other activities on-going. Dependencies identified.
- Business Community Event
 - **Update:** Activities ongoing. Business Community event scheduled to take place in Q3, 2022/23.

New Deliverables

- Implement Communications and Engagement Tactical Plan 2022/24
- Responding to the Police and Crime Commissioner Review: Part 2.
Recommendation: Review of CSPs. Number of dependencies identified. Progress dependent upon progress of government review.

5.3 **Crime Prevention – Priorities for Action**

What we will do: 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.

Completed deliverables / activities of note:

- Refreshed Drugs Partnership Strategy and oversight
 - **Update:** Activities completed. Drug and Alcohol Misuse Delivery Board agreed their new local delivery plan in March 2022. Commissioner’s role as Senior Responsible Officer in oversight and governance of local delivery against the national Drug Strategy agreed in the summer. New deliverable will support implementation.
- Enhanced early intervention support for female offenders
 - **Update:** Activities completed. Pilot programme to work with female offenders from Peterborough in place.

- Review of Integrated Mental Health Team in Demand Hub
 - **Update:** Activities completed.
- Youth Fund Awards
 - **Update:** Activities completed. Embedded into business as usual. Regular press releases.

Current Deliverables

- Fraud and Cyber Crime Awareness Campaigns
 - **Update:** Initial engagement with Eastern Cyber Resilience Centre (ECRC) completed. Activities ongoing to be delivered Q3 2022/23.
- Police Race Action Plan - Lead a refresh of local crime prevention plans to improve support to Black communities, to reduce the victimisation and marginalisation experienced by Black people, and to improve victim satisfaction.
 - **Update:** Activities ongoing. Dependencies identified. Initial scoping taking place. Response to Police Race Action Plan by Cambridgeshire being developed by the Constabulary. The Commissioner will hold the Chief Constable to account for the delivery of this response once finalised. Scheduled to be presented to the Commissioner in Q3, 2022/23. Further deliverables may follow.

New Deliverables

- Drug strategy implementation. Report on progress to be undertaken in Q4 2022/23.

5.4 **Victims and Witnesses– Priorities for Action**

What we will do: 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.

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.

Completed deliverables / activities of note:

- Bringing on a new service for supporting young victims of crime. Embrace.
 - **Update:** Activities completed. Additional funding secured by Embrace.

- Develop and run a process to evaluate bids for funding for community based domestic abuse and sexual violence support service.
 - **Update:** Activities completed Countywide bid to Ministry of Justice completed. Bid successful. An additional £887,661 secured over 3 years 2022/23 to 2024/25.

Current Deliverables

- Refresh of Domestic Abuse/Sexual Violence Partnership Strategy setting out core and enhanced offer.
 - **Update:** Activities ongoing.
- Review of provision for victims of crime requiring mental health support
 - **Update:** Activities ongoing. Market engagement event planned for Q3 2022/23. Background research scheduled. Dependencies identified.
- Remodelling for provision of elements of domestic abuse support services in partnership with Local Authority.
 - **Update:** Activities ongoing. Initial scoping underway. Dependencies identified.
- Review of Victim and Witness Hub
 - **Update:** Activities not started. Currently scheduled to start Q3/Q4, 2022/23.
- Support delivery and monitoring of innovative domestic abuse perpetrator programmes
 - **Update:** Activity ongoing. Roll over funding has been granted by the Home Office until March 2023. Delivery activities have been developed and agreed with all providers. Grant agreements have been signed for all providers until March 2023. Monthly monitoring meetings and quarterly Home Office monitoring reports completed
- Facilitating joined up working with criminal justice colleagues
 - **Update:** Activities ongoing with a purpose of embedding this into business as usual.
- Implement the new Ministry of Justice Funding Strategy
 - **Update:** Activities ongoing. Further activities identified including a review of Cambridgeshire Victim Services Outcomes Framework. Dependencies identified.
- Review the support provided to victims of fraud.
 - **Update:** Activities ongoing. Meetings held to discuss a nationwide standardised service to Fraud & Cyber Crime. Further meetings planned to discuss the benefits of having a localised service as opposed to a national approach.

	<ul style="list-style-type: none"> • Victims Provider Forum <ul style="list-style-type: none"> • Update: Activities ongoing. Initial scoping work in relation to organising a forum for all local providers to gather best practice and learning progressing. • Review Major Incident Support Framework <ul style="list-style-type: none"> • Update: Activities ongoing. Dependencies identified. Currently awaiting a steer from the MoJ. <p><u>New Deliverables</u></p> <ul style="list-style-type: none"> • Support for Hourglass, who successfully secured MoJ funding as part of the DASV Needs Assessment process. This is a new service, supporting older victims of DA and SV across Cambridgeshire and Peterborough. • Review Victim Services Outcome Monitoring Guide
5.5	<p><u>Ethical Policing– Priorities for Action</u></p> <p>What we will do: 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><u>Completed deliverables / activities of note:</u></p> <ul style="list-style-type: none"> • Recruit a Senior Policy Officer for governance, compliance, and assurance; <ul style="list-style-type: none"> • Update: Activities completed. Recruitment process commenced January 2022. Post filled July 2022. This now allows for progressing further deliverables. • Develop an Environmental Sustainability Strategy and Policy (having due regard for Estates Strategy and Accommodation Strategy) <ul style="list-style-type: none"> • Update: Activities completed. Sustainability Strategy presented to the Commissioners Business Coordination Board (May 2022). Published on the Commissioner’s Website. New deliverable identified. To produce an Annual Sustainability Report identified. For publication Q1, 2023/24. <p><u>Current Deliverables</u></p> <ul style="list-style-type: none"> • Develop an Independent Ethics Board <ul style="list-style-type: none"> • Update: Activities not started. Dependencies identified. Recruitment of Senior Policy Officer completed. Activities scheduled to start Q3/4, 2022/23. • Review Independent Custody Visitor scheme using Quality Assurance Framework

	<ul style="list-style-type: none"> • Update: Activities ongoing. Structured self-assessment process being progressed. Submission of assessment against Quality Assurance Framework scheduled for Q2/3, 2023/24. • Produce and publish an Integrity Assurance Annual Report 2021/22; <ul style="list-style-type: none"> • Update: Activities ongoing. Scheduled for completion Q3, 2022/23. • Review Scrutiny Panels One Year In. (Stop & Search and Use of Force) <ul style="list-style-type: none"> • Update: Activities ongoing. Review highlighted community outreach, engagement, and recruitment as further areas for development. Scheduled for completion Q3, 2022/23. • Develop plans for the ethical use of biometrics in law enforcement (as APCC national lead) <ul style="list-style-type: none"> • Update: Activities ongoing. This is a long-term national project. • Recruit additional Independent Custody Visitors (ICVs) <ul style="list-style-type: none"> • Update: Embedded into business as usual. Currently 17 ICVs are in post. Successful recruitment process for 2022/23 includes 7 new ICVs, with a further 4 applications in the pipeline. • Support the Constabulary and hold the Chief Constable to account for the delivery of the National Police Chief's Council and College of Policing Police Race Action Plan <ul style="list-style-type: none"> • Update: Embedded into business as usual. Scheduled for presentation through Business Co-ordination Board. <p><u>New Deliverables</u></p> <ul style="list-style-type: none"> • Annual Sustainability Report 2022/23 providing a summary of the activity and developments in the year from activities, significant pieces of work and key decisions relating to sustainability. • Ensure that methods of promoting access to the complaints system within the local community are utilised such as through social media or local newspapers.
5.5	<p><u>Robust Enforcement– Priorities for Action</u></p> <p>What we will do: 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><u>Current Deliverables</u></p> <ul style="list-style-type: none"> • Ensure Constabulary progress in cutting crime and delivery against the National Crime & Policing Measures;

	<ul style="list-style-type: none"> • Update: Embedded into business as usual. Assurance arrangements in place. Commissioner’s Business Co-ordination Board (BCB) meets quarterly. Papers and minutes published on Commissioner’s Website. • Police enforcement activity to tackle serious and organised crime, drugs and exploitation, including county lines. <ul style="list-style-type: none"> • Update: Embedded into business as usual. Assurance arrangements in place, specifically BCB. • Monitoring the effectiveness and efficiency of the criminal justice system. <ul style="list-style-type: none"> • Update: Embedded into business as usual. Assurance arrangements in place. Criminal Justice Board (CJB) meets quarterly. Update part of Criminal Justice & Community Safety Paper for Panel 14/9 • Ensure the local delivery of the National Integrated Offender Management (IOM) Strategy <ul style="list-style-type: none"> • Update: Embedded into business as usual. New IOM national programme launched in October 21. Assurance arrangements in place, specifically CJB. • Support the local delivery of Multi Agency Public Protection Arrangements <ul style="list-style-type: none"> • Update: Embedded into business as usual. Assurance arrangements in place, specifically CJB. • Criminal Justice Agenda including implementation of Criminal Justice Scorecards <ul style="list-style-type: none"> • Update: Embedded into business as usual. Assurance arrangements in place, specifically CJB. Update part of Criminal Justice & Community Safety Paper for Panel 14/9
6.	MONITORING DELIVERY OF THE PLAN
6.1	The Commissioner holds the Chief Constable to account for the efficiency and effectiveness of the Constabulary through a range of governance and assurance mechanisms. Quantitative and qualitative reports, such as the Constabulary’s quarterly performance reports and individual reports on how the Commissioner’s Office and partners are supporting the delivering of the Plan are monitored through these mechanisms.
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. 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.

7.	BACKGROUND DOCUMENTS
7.1	Police and Crime Commissioner's 'Police and Crime Plan 2021-24' http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/



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

DATES	ITEMS
14 SEPTEMBER 2022 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints Criminal Justice Community Safety Arrangements HMRICFRS Report OPCC – Forward Plan
23 NOVEMBER 2022 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints 6 Monthly Interim Delivery of Police and Crime Plan Approach to Commissioning and Grants Complaints – Panel Policy update OPCC – Forward Plan
11 NOVEMBER 2022 Scarman House Coventry	Police & Crime Annual Conference Hybrid Meeting (Attend virtual or face-to-face)
1 FEBRUARY 2023 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints Precept Report 2023/2024 (full meeting – given importance) OPCC – Forward Plan
15 FEBRUARY 2023 1:30pm Engine Shed Sand Martin House Peterborough	If needed (Veto)
15 MARCH 2023 1:30pm Engine Shed Sand Martin House Peterborough	Public Questions Review of Complaints OPCC – Forward Plan

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