

## CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 23 NOVEMBER 2022, 10.30 AM

Council Chamber - Town Hall

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 the 20th July 2022 3 - 14
4. Public Questions/Statements  

Questions must be received before 12 noon on Friday 18<sup>th</sup> November 2022 to be guaranteed acceptance in accordance with the Rules of Procedure.
5. Constabulary Budget Considerations 15 - 28
6. Criminal Justice and Community Safety Arrangements 29 - 36
7. HMICFRS Peel Report 37 - 84
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*\*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 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)

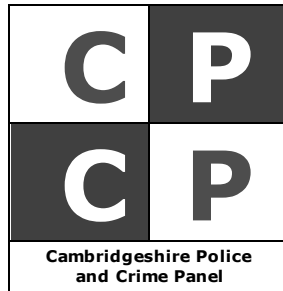
Claire George (Vice)

#### Substitutes

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

#### Officer Support

Jane Webb, Peterborough City Council



**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

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

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 <b>AGREED</b> 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 <b>AGREED</b> to <b>ENDORSE</b> 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 <b>AGREED</b> to <b>NOTE</b> 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 <b>AGREED</b> to <b>NOTE</b> the report and made the following recommendations:</p> <p>4. <i>It was <b>AGREED</b> that the Panel Arrangements would state that it must be a two thirds majority vote of <b>those members present at the meeting</b> 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 <b>AGREED</b> that 3.25 of the Panel Arrangements it would state that it must be a two thirds majority vote of <b>those members present at the meeting</b> 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 <b>AGREED</b> to <b>NOTE</b> the Annual Report.

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

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

CHAIRPERSON

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)

14<sup>th</sup> November 2022

Dear Edward

Following the cancellation of the 14<sup>th</sup> September 2022 meeting, this letter refers back to the Cambridgeshire Police and Crime Panel's (the "Panel") report following the meeting of the 20<sup>th</sup> 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 was prepared and included within the agenda for 14<sup>th</sup> September 2022 Panel. As this was cancelled, the report is included for the agenda on 23<sup>rd</sup> November 2022.

- 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



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

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 5</b>
<b>23rd November 2022</b>	<b>Public Report</b>

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

**Contact Officer – Jim Haylett, Chief Executive**

**Contact Details – [cambs-pcc@cambs.police.uk](mailto:cambs-pcc@cambs.police.uk) 0300 333 3456**

**TITLE: CONSTABULARY BUDGET CONSIDERATIONS**

<b>1.</b>	<b>PURPOSE</b>
1.1	To provide the Cambridgeshire Police and Crime Panel (the “Panel”) with an overview of the Constabulary budget and the Police and Crime Commissioner’s (the “Commissioner”) approach to budget setting.
<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 5 - To review and make a report and recommendation (as necessary) on the proposed precept.  Item 8 – To support the effective exercise of the functions of the Police and Crime Commissioner.
<b>4.</b>	<b>BACKGROUND</b>
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 in the exercise of his statutory functions. Two of the relevant statutory duties of the Commissioner are to ‘secure efficient and effective police for their area’ and ‘set the force budget and determine the precept.’
4.2	The Government will shortly announce police funding for 2023/24. The Commissioner will then be required to propose and set a local precept. We anticipate that this will be particularly challenging in the current economic climate. The purpose of this paper is to

	<p>set out how the Commissioner will go about his statutory duties and explain in some detail the make-up of the current police budget and constraints upon it, to provide insight to Panel members ahead of consideration of the Commissioner’s precept proposal in early 2023.</p>
	<p>The Medium-Term Financial Strategy (MTFS) sets out how the Commissioner aims to ensure the Chief Constable has the resources needed and how the Chief Constable aims to achieve the investment, savings and efficiencies required to balance the MTFS. The MTFS is refreshed every year and the current one was presented to the Panel in February 2022. Once detailed allocations for 2023/24 are provided by government, a refreshed MTFS will be presented to the Panel in early 2023. That MTFS will contain more detail regarding the current position and assumptions for managing finances for the next four years.</p>
4.3	<p>The Commissioner’s duty is to set the precept and hold the Chief Constable to account for efficiency and effectiveness and delivering value for money. When entering budget and precept setting processes, the Commissioner is aware that it is essential that any money received from government or raised by the local precept must be put to the best use on behalf of the public, to cut crime and keep people safe. Given the current economic position and current costs of living, never has this been more important.</p> <p>Whilst the Commissioner’s own expertise and that of the OPCC is used in making assessments, a key part of the overall assessment must include reference to external assurances received. These include:</p> <ul style="list-style-type: none"> <li>• External Auditors (BDO currently appointed)</li> <li>• Internal Auditors (RSM currently appointed)</li> <li>• Chartered Institute of Public Finance and Accountancy (CIPFA)</li> <li>• His Majesty’s Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS).</li> </ul>
4.4	<p>To help to establish whether there are significant opportunities currently being missed in how the budget can be better managed, or resources more effectively deployed, it is worth reviewing the most recent reports received from external organisations that have inspected/reviewed/audited the Constabulary and OPCC.</p>
4.5	<p>The <b>External Auditors</b> report for the year ended 31 March 2021 reports on the Commissioner’s and Chief Constable’s “arrangements for securing economy, efficiency</p>



	<p>and effectiveness in its use of resources under the headings of Financial sustainability, Governance and Improving economy, efficiency and effectiveness.”</p> <p>The audit conclusion stated the external auditors have not identified any significant weaknesses in respect of the PCC/CC’s arrangements for securing economy, efficiency, and effectiveness in its use of resources.</p>
4.6	Regarding financial sustainability, the auditors concluded that there were robust arrangements in place to enable planning and managing of resources, with there being no significant weaknesses, but did note that the MTFS includes significant savings plans alongside increasing delivery pressures, such as fuel and energy costs and inflation.
4.7	<b>Internal Audit</b> have reported on areas of work across both the OPCC and Constabulary as part of the annual audit plan. Three areas that are relevant to this report are Governance, Commissioning and Grants and the Estates Project Management.
4.8	The Governance report received 'substantial assurance' with no recommendations. The conclusion states: “we concluded that there was a clear governance framework documented, that was operating effectively for both the OPCC and the Constabulary, in line with the Corporate Framework. We found that the boards and groups for both organisations were operating as designed, through review of their meeting minutes, and as documented within their Terms of Reference. We also found that the governance structure enabled key areas of planning, risk management and performance monitoring, including that of the OPCC holding the CC to account.”
4.9	The Commissioning and Grants Audit received ‘substantial assurance’ with no recommendations. The conclusion states: “we found that the OPCC has a robust process in place to managing the commissioning process with adequate controls in place that were operating effectively. This included a strategy and procedure, guidance for applicants and the transparency of grants on the website. We confirmed declaration of interest forms to act with impartiality had been completed and due diligence checks were also evidenced. We also confirmed adequate monitoring of providers through a spreadsheet and contract meetings and the approval of commissioning decisions by the PCC. We have not agreed any management actions as a result of this review.”
4.10	The Estates – Project management of the New Southern Police Station report (7 July 2021) received ‘Reasonable assurance’. The conclusion states: “Overall, we consider the Constabulary’s control framework in respect of the project management of the

	<p>station to be well designed, with a robust governance framework in place and financial arrangements which are monitored closely and regularly.”</p>
4.11	<p><b>The Chartered Institute of Public Finance and Accountancy (CIPFA)</b> undertook a capability review in April 2022. Their conclusion was “overall, the Force displays consistent financial management of its finance and uses the Cambridgeshire Strategic Threat and Risk Assessment (CAMSTRA) approach to provide assurance to the Chief Officer Team that due diligence has been taken in making budgetary decisions.”</p> <p>CIPFA have undertaken a further review for ‘Business Case Development and Benefits Realisation Processes’ as part of the Achieving Financial Excellence in Policing Programme and they stated: “The Force agreed its Value for Money Strategy in December 2021. We believe this is a good, clear, robust theoretical framework within which to implement change and capture and evaluate the benefits of change.”</p>
4.12	<p><b>HMICFRS</b> graded the Constabulary as ‘good’ for its ‘Strategic planning, organisational management and value for money’ in its latest PEEL assessment 2021/22. It has also highlighted the Constabulary business planning process as innovative practice.</p> <p><b>“The Constabulary manages its finances well”</b></p> <p>“Financial planning and management are well-aligned with the overall management of the Constabulary. Senior leaders throughout the organisation are appropriately involved. Budgets are delegated to the right level, promoting effective budgetary responsibility and accountability among service managers.”</p>
4.13	<p>The PEEL assessment further states: <b>“The Constabulary has a highly effective strategic planning framework to make sure it tackles issues that are important locally and nationally.</b> The Constabulary has good, well-co-ordinated planning processes in place, supported by improved governance arrangements and strong performance management. It uses systematic processes including the CAMSTRA to better understand threats and risks to the community, and the public’s expectations.”</p>

4.14	It is apparent from the above review of recent external reports that there are no significant internal opportunities to dramatically improve use of finance or resources within the Constabulary.
<b>5.</b>	<b>Fundamental Budget Breakdown Summary</b>
5.1	Whilst the funding and budget for 2023/24 is yet to be decided, it is safe to assume that it will be challenging to set a balanced budget. For all those involved in the process and for public transparency, the following section of this report explains in some detail how the police budget is made up, and the constraints that are upon it regarding how any required savings could be achieved.
5.2	<p>The references to external assurance that the Commissioner received at Section 4, indicates that there is already effective financial management and resource planning. That is not to say that further improvements and day-to-day savings cannot be made, but it does indicate that there are no significant savings to be made from good/better management practices. Part of the reason for that are the significant strategic steps that have already been taken:</p> <p>Collaboration with other police forces - the benefit of this is that it maximises economies of scale, meaning policing functions can be delivered at lower cost. Cambridgeshire already collaborates around 30% of its functions; this is already significantly higher than most (or all) other forces. In short, the best opportunities for saving have already been taken. Again, whilst this does not preclude other opportunities becoming available, it does suggest that they will not be significant.</p> <p>Procurement of goods and services offers opportunity for savings through aggregation of contracts and standardisation of specifications. Cambridgeshire are already part of a 7Force Procurement and the national Bluelight Commercial Services police procurement company. In light of inflationary pressures, it is likely that the benefits of procurement at scale will be reduced cost increases, rather than delivering significant savings.</p> <p>Income generation, opportunities for this are limited for constabularies but within the MTFS there are measures that will generate some income. The Constabulary has an Enterprise Strategy which provides a framework within which staff can consider how best to operate their area of business, with the aim of enhancing both non-cashable and cashable productivity, effectiveness, and efficiency.</p>

	<p>The Commissioner is lobbying the government for a change of funding formula to address its shortcomings, including the unfunded population growth in Cambridgeshire and Peterborough.</p>
5.3	<p>In considering the breakdown of the police budget, it needs to be recognised that whilst policing is broken down into various functions, and the budget lines broken down by type, the essential nature of any police budget is that it is interdependent and integrated. There are no separate silos/directorates where significant savings can be made that would not have a knock-on effect to other aspects of policing and public safety.</p> <p>The costs outlined in Sections 5.3 to 5.10 are gross and exclude specific grants and income of £5.5m.</p> <p>56.7% of the budget (£97.2m) relates to police officer costs. To all intents and purposes, this cost is fixed by government through the application of the Uplift Programme. If Cambridgeshire were to fall short of the uplift target recruitment, or thereafter fail to maintain that number of officers, there would be significant financial penalties.</p> <p>As such, any savings required as a result of funding shortfalls against cost pressures, would have to be found from the remaining 43.3% (£74.3m) of the budget.</p>
5.4	<p>25.6% (£43.9m) of the budget relates to police staff. Compared to the national average, Cambridgeshire already has a lower ratio of police staff to police officers. Police staff undertake direct “policing” functions (e.g., PCSOs, call handlers, intelligence staff, vetting staff, detention officers and scenes of crime officers) as well as the more generic organisational support functions (e.g., recruitment, learning and development, ICT, finance, estates).</p> <p>Part of the reason for this relatively low number of police staff is that through the years of austerity, Cambridgeshire protected police officer numbers. Therefore, £141.1m of the budget or 82% is made up of employee costs.</p>
5.5	<p>9.3% (£16.0m) relates to supplies and services. Some efficiencies are possible through procurement; however, inflationary, and economic conditions will make significant reductions challenging.</p>
5.6	<p>3.4% (£5.9m) of the budget relates to other partnerships and collaboration, including:</p>

	<p>National policing initiatives agreed collectively such as the National Police Air Service (NPAS)</p> <p>Regional Partnerships (Serious Organised Crime and 7Force network)</p> <p>Regional Collaborations (Sexual Assault Referral Centre &amp; Kings Lynn Police Investigation Centre)</p> <p>Within these budget lines, there is little to no local flexibility.</p>
5.7	2.8% (£4.8m) relates to running costs for premises. As we have an aging estate, there are costs involved to maintain the estate to ensure it is a safe workplace.
5.8	2.8% (£4.8m) relates to capital costs to support the capital programme (the built estate, ICT, fleet). There is some scope for this to be reduced by slowing some projects, but operational requirements must be met including for the additional officers recruited.
5.9	1.8% (£3m) relates to transport costs and we also need to think about a greener fleet for the future; this will be more expensive than the current petrol and diesel fleet. We are also feeling the increases in fuel costs for both our buildings and the running of our vehicles.
5.10	0.7% (£1.3m) of the overall budget relates to the OPCC. The Commissioner's statutory duties have increased since the inception of PCCs, and the OPCC costs have reduced significantly as a percentage of the Constabulary budget from 1% in 2015/16. The OPCC have also been successful in bringing much needed additional funds into the county, in both 2021/22 and 2022/23 this has exceeded the cost of the office itself.
5.11	Appendix 1 is a bar chart that shows the same budget through a different lens: that of functional departments rather than budget lines. Departments that cost less than 1% of the budget have not been included.
5.12	<p>The integrated nature of policing is demonstrated in Appendix 1.</p> <p>Most of policing broadly follows this pattern: the police get called/notified of "something" (suspicious activity, crime, road collision, concern for safety etc.); the police assess the information received; the police determine a suitable response and resource; the police take necessary and appropriate follow up action.</p> <p>A report of a person "missing from home" may be an abduction, it may be a murder, it may be a safeguarding issue, or it may just be a missing person.</p>

	<p>A report of “concern for welfare” may be a person who has died in their home, it may be a murder, or a suicide, or death by natural causes. It may be related to a vulnerable person subject to exploitation by criminal gangs.</p> <p>A report of burglary may be the result of the actions of a lone criminal or an organised crime group and may involve a firearm/weapon.</p> <p>Incidents are not “standard.” At all parts of the process the staff involved need training, equipment, access to intelligence and information, availability of powers regarding investigation, forensic examinations, and access to specialist resources in order to deal with each one appropriately.</p> <p>Whilst the functions in the bar chart have broadly been defined as either frontline or support services, the reality is that the distinction is not significant as the impact of reducing those support services is felt on the frontline.</p>
5.13	<p>Scenarios</p> <p>It is possible to stop the budget requirement increasing. There are scenarios where this could happen. However, the direct negative consequences of pursuing any of them are such that they are not, in the Commissioner’s view, tenable for further exploration.</p> <p><b>To be absolutely clear, these are <u>not</u> options currently under consideration.</b></p> <ol style="list-style-type: none"> <li>1. Stop recruiting police officers. There is a natural turnover of police officers either from them choosing to leave the Constabulary or retiring. Legally there is no reason that the Chief Constable must recruit to fill those gaps. Such action would reduce frontline policing and our communities would be less safe. Other consequences would be increased pressure on existing officers and staff leading to further wellbeing and retention concerns. The financial penalties from government for failing to maintain the number of officers required would also necessitate further savings being needed. Organisationally, it would create an unhealthy spread of experience if there was a period of no recruitment, as ideally for effectiveness and efficiency, an even flow of people in/out is optimal.</li> <li>2. Vehicles and Estates. Increasing the lifespan of vehicles would merely create other costs pressures regarding maintenance. Similarly with an ageing estate, delaying necessary improvement work, merely stores up further costs.</li> <li>3. Stopping investment in ICT. Much of the investment in this is nationally mandated and not within the control of the Constabulary. Whilst Cambridgeshire Constabulary</li> </ol>

	<p>are a distinct policing entity, the nature of modern policing is that there is a high degree of integration with other forces. It is simply not feasible to isolate from that. Other local ICT investment is the result of equipment requiring updating. A blanket halt on investment would have significant and unforeseen consequences for policing.</p> <p>4. A blanket freeze on recruitment into all vacant police staff roles. Compared to the national average, Cambridgeshire already has a lower ratio of police staff to police officers. The consequences of intentionally not filling vacancies, or in effect removing posts, would be felt across the efficiency, effectiveness, and coherence of the whole Constabulary.</p>
5.14	<p>Steps that the Chief Constable and the Commissioner will take:</p> <ol style="list-style-type: none"> <li>1. Maintenance of rigorous budget management and resource planning (to save cost)</li> <li>2. Savings plan in place for where they are possible without significant detriment to policing (to save cost)</li> <li>3. Continued enterprise strategy (to generate income)</li> <li>4. Continued grant applications (to generate income)</li> <li>5. Continued lobbying of Government for fairer funding (to generate income)</li> </ol>
<b>6.</b>	<b>Budget Setting Process 2023/24</b>
6.1	<p>The final 2022/23 budget for Cambridgeshire Constabulary and Commissioner's office was a Net Budget Requirement of £171.5m</p> <p>The 2021 spending review indicated an additional provisional allocation of £1m for Cambridgeshire in 2023/24. This amounts to 0.6% of the current net budget requirement.</p> <p>General inflation is at circa 10% and the police pay rise for 2022/23 was 5%, higher than the anticipated 3.5%. The police staff pay award had a reopener clause which has added further cost to the budget, which is being paid from November 2022.</p> <p>The spending review further specified that PCCs would have the flexibility to increase the precept by £10 each year on a Band D property for the three years from 2022/23 to 2024/25. This potentially equates to around an additional £4M per annum, assuming Council Tax Base also increases by 1% per annum.</p>

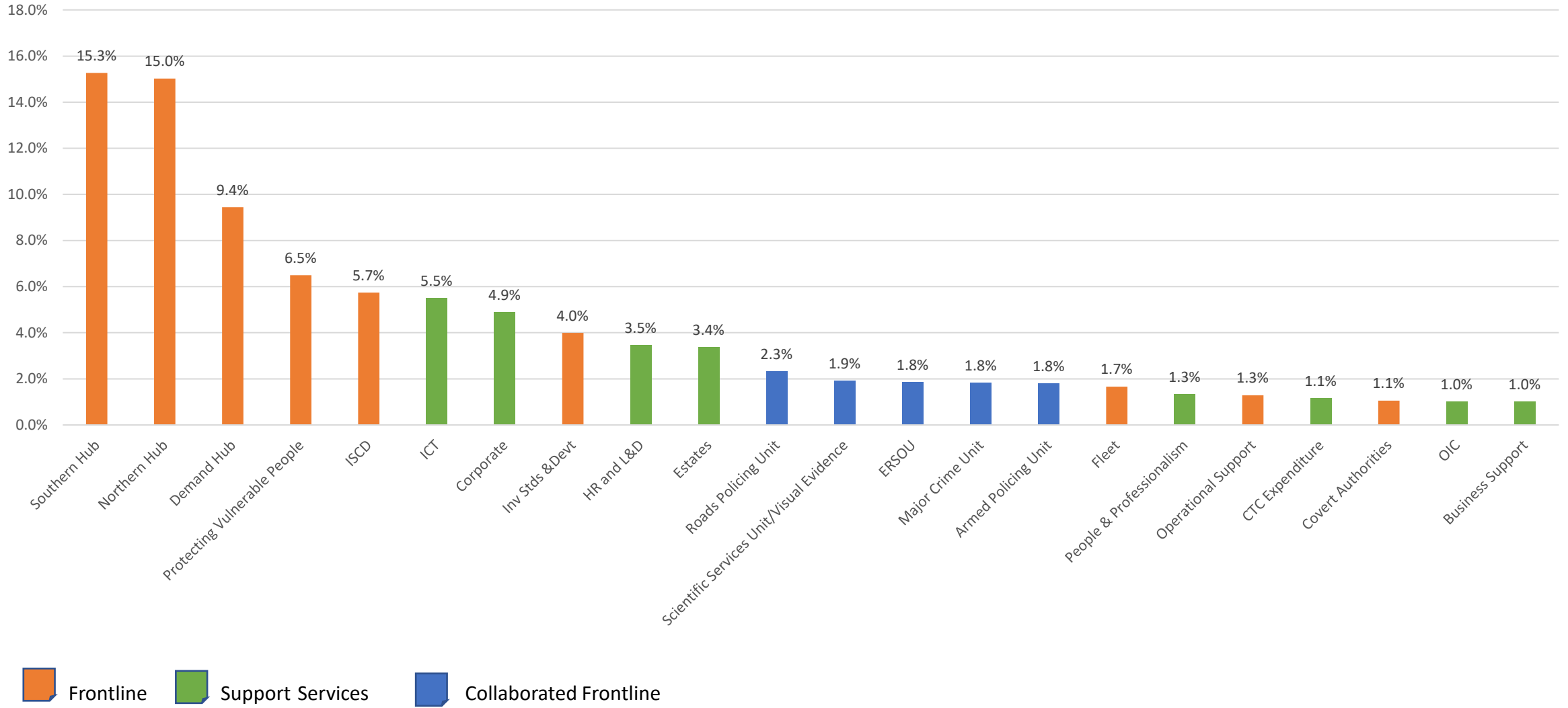
6.3	In preparing the budget requirement for 2023/24, the Constabulary have carried out the CAMSTRA planning process, identifying pressures against the current capacity and capability of the force to manage the expected future demand and risk.
6.4	When the Government has released the detailed allocations to forces, the Commissioner will discuss with the Chief Constable the proposed savings and cost pressures, the budget assumptions and therefore the overall net budget requirement for 2023/24. The Commissioner will then consider what that means for his precept proposal.
6.5	Once the financial analysis has been completed, the Commissioner will launch his precept survey to ascertain the views of the public. On completion of that, the Commissioner will inform the Chief Constable of his proposed precept to enable a further discussion on the budget implications for the Chief Constable.
6.6	The Commissioner will then present to the Panel his proposed precept for 2023/24.
	<b>BACKGROUND DOCUMENTS</b>
	<p>External Auditor Report 2020/21 <a href="#">The Police &amp; Crime Commissioner for Cambridgeshire   2020/21 (cambridgeshire-pcc.gov.uk)</a></p> <p>HMICFRS PEEL Report 2021/22</p> <p><a href="#">PEEL 2021/22: Police effectiveness, efficiency and legitimacy – An inspection of Cambridgeshire Constabulary (justiceinspectors.gov.uk)</a></p> <p>Commissioning and Grants paper to 26 May 2022 Business Coordination Board <a href="#">22-05-26-BCB-Agenda-Item-12.0-Commissioning-and-Grants.pdf (cambridgeshire-pcc.gov.uk)</a></p>
	<b><u>APPENDICES</u></b>
	<p>Appendix 1 – Bar chart by functional departments rather than budget lines.</p> <p>Departments that cost less than 1% of the budget have not been included.</p>



# Appendix A – Constabulary Budget Considerations

## 2022/23 Departments greater than 1% of the Budget

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## Detailed summary. Page 2

- **Southern and Northern Hub** (30.3%) – Neighbourhood officers, PCSOs and response officers responding to calls for service.
- **Demand Hub** (9.4%) – 999 and 101 call centres.
- **Protecting Vulnerable People** (6.5%) – Child abuse and adult abuse investigation, rape investigation, managing high harms offenders, vulnerability desks for missing persons etc.
- **Intelligence and Specialist Crime Dept** (4.7%) – A specialist unit that provides the constabulary with tactical and strategic advantage on various crime types, such as volume crime, serious and organised crime, exploitation, and drugs/county lines.
- **ICT** (5.5%) – The collaborated ICT business support to Bedfordshire, Cambridgeshire and Hertfordshire, providing hardware, infrastructure, applications and systems management, ICT advice and consultancy.
- **Corporate** (4.9%) – Costs managed at an organisational level such as the Apprenticeship Levy, some supplies and services, and ill health retirement costs.
- **Investigation Standards & Development** (4%) – Includes the Victim & Witness Hub, Custody and Case File Co-ordinators.
- **Human Resources & Learning & Development** (3.5%) – Occupational Health, Recruitment, Operational Learning, Personal Safety Training and Driver Training.
- **Estates** (3.4%) – The department responsible for maintaining and developing the estate.
- **Roads Policing Unit** (2.3%) – A collaborated unit dedicated to keeping the roads safer. Officers deal with serious road traffic collisions, vehicle pursuit management, vehicle examinations and recoveries, hazardous chemical loads, VIP escorts and forensic collision investigation.
- **Scientific Support** (1.9%) – A collaborated unit that provides crime scene-to-court forensic services.

## Detailed summary. Page 3

- **Eastern Region Special Operations Unit (ERSOU) (1.8%)** – Tackles serious organised crime and terrorism threat across the eastern region.
- **Major Crime Unit (1.8%)** – A collaborated unit that investigates the most serious crimes such as murder and kidnap.
- **Armed Policing (1.8%)** – A collaborated unit that provides an immediate armed response to incidents where firearms/weapons have been, are being or are thought to be in use.
- **Fleet (1.7%)** – Management of the range of vehicles used by the Constabulary.
- **People & Professionalism (1.3%)** – focus on people and workforce development to enhance the approach towards the development of a professional and inclusive organisation.
- **Operational Support (1.3%)** – Resource Management Unit (RMU) and Rural Crime Action Team (RCAT).
- **Cameras, Tickets & Collisions (1.1%)** – A collaborated unit that deals with all speed awareness courses, prosecutions for road traffic violations and road traffic collision reporting.
- **Covert Authorities Bureau (1.1%)** – Various intrusive police powers require authorisation at differing levels; this department ensures the ethical and correct authorisations are in place.
- **Organisational Improvement Centre (1.0%)** – This is the corporate development function, that includes liaison with external bodies inspecting the Constabulary (e.g. HMICFRS), organisational improvement activity and performance reporting.
- **Business Support (1.0%)** – Business administration support to operational teams for example PPE procurement and management, purchase questioning and management, overtime analysis and provision of information.

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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 6</b>
<b>23 November 2002 (14 September 2022)</b>	<b>Public Report</b>

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

**Contact Officer – Jim Haylett. Chief Executive Officer.**

**Contact Details – [cambs-pcc@cambs.police.uk](mailto:cambs-pcc@cambs.police.uk) 0300 333 3456**

**TITLE: CRIMINAL JUSTICE AND COMMUNITY SAFETY**

<b>1.</b>	<b>PURPOSE</b>
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.
<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</b>
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"> <li>• working in co-operation with community safety partners; and</li> <li>• with criminal justice agencies, making arrangements so that their functions provide an efficient and effective criminal justice system.</li> </ul> This includes: <ul style="list-style-type: none"> <li>• mutual duties for co-operative working;</li> <li>• having regard to respective priorities; and</li> <li>• PCC powers to convene community safety and criminal justice partners.</li> </ul>

4.3	<p>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:</p> <ul style="list-style-type: none"> <li>• Putting Communities first</li> <li>• Crime Prevention</li> <li>• Supporting Victims and Witnesses; and</li> <li>• Robust Enforcement.</li> </ul>
<b>5.</b>	<b>WORKING IN PARTNERSHIP</b>
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"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Crown Prosecution Service (the “CPS”) – the CPS is independent and prosecutes criminal cases that have been investigated by the police.</li> <li>• HM Courts and Tribunal Service (“HMCTS”) - HMCTS is responsible for the administration of criminal courts.</li> </ul>

- 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 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:

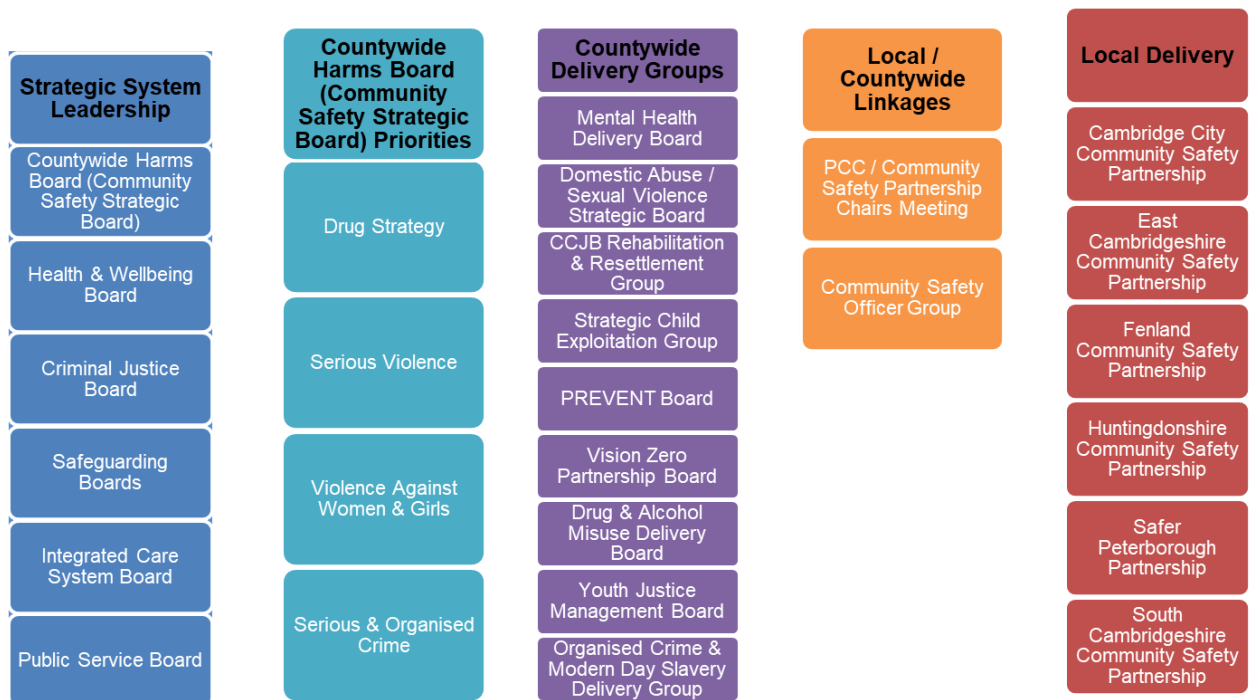


Figure 1 – multi-agency partnerships.

5.3 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 been established. This will provide strategic direction and leadership across four priority issues:

- drugs;
- serious violence;
- violence against women and girls; and
- serious and organised crime.

	The Commissioner has also taken on the role of 'Senior Responsible Owner', to provide oversight for the delivery of the drug strategy locally.
5.4	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.
5.5	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.
<b>6.</b>	<b>CRIMINAL JUSTICE</b>
6.1	The Police and Crime Plan highlights the Commissioner's commitment to: <ul style="list-style-type: none"> <li>• 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;</li> <li>• ensuring criminal justice agencies provide victims and witnesses with the service they are entitled to and are kept informed; and</li> <li>• 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.</li> </ul>
6.2	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.
6.3	The main Board is supported by partnership sub-groups which provide more operational and tactical co-ordination across the system:



	<ul style="list-style-type: none"> <li>• Delivery Group – focused from point of charge to conclusion of court proceedings, including victims and witnesses;</li> <li>• Efficiency Group – operational problem-solving forum;</li> <li>• Rehabilitation and Resettlement Group – focused on reducing reoffending and ensuring effective rehabilitation;</li> <li>• Special Domestic Abuse Court Operations Group – focused on performance locally of the Special Domestic Abuse Court, along with problem solving;</li> <li>• Case File Quality – focused on case progression (Cambridgeshire are national leaders in case file quality)</li> <li>• Integrated Offender Management (“IOM”) Oversight Group – oversight of IOM arrangements for the cross-agency response to the most prolific offenders; and</li> <li>• MAPPA Board – oversight of Multi-Agency Public Protection Arrangements for managing violent and sexual offenders.</li> </ul>
6.4	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.
6.5	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.
6.6	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.
<b>7.</b>	<b>OPCC APPROACH</b>
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"> <li>• national/local legislation, strategies &amp; consultations – interpretation, co-ordinating responses, implementation, join up;</li> <li>• understanding local context, needs &amp; trends;</li> <li>• horizon scanning risks &amp; opportunities;</li> </ul>

	<ul style="list-style-type: none"> <li>• partner discussions, problem solving &amp; action planning;</li> <li>• grants &amp; commissioning;</li> <li>• meetings &amp; roundtable events – discussions and papers;</li> <li>• holding to account &amp; grant monitoring;</li> <li>• correspondence and calls with public &amp; councillors;</li> <li>• co-ordinating visits;</li> <li>• responding to media requests.</li> </ul>
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"> <li>• championing public concerns and supporting the county’s six Community Safety Partnerships (CSPs) to address local issues;</li> <li>• partnering an Academy Trust on a pilot scheme to provide a safe and constructive environment for young people outside school hours;</li> <li>• £263K towards youth offending services to work with young people in the criminal justice system to prevent re-offending;</li> <li>• £471K has been invested into the county from the Home Office’s Safer Streets Fund;</li> <li>• funding the Constabulary to enable first-time offenders to access online support programmes to help them address the root causes of their offending;</li> <li>• £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</li> <li>• 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.</li> </ul>
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"> <li>• 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;</li> </ul>

	<ul style="list-style-type: none"> <li>• 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;</li> <li>• 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;</li> <li>• 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 issues such as anti-social behaviour, road safety, bike theft and fly tipping;</li> <li>• the Commissioner meets with CSP chairs regularly, to support the sharing of best practice.</li> </ul>
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 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"> <li>• the creation of two new posts within Peterborough City Council and Fenland District Council dedicated to tackling anti-social behaviour;</li> <li>• extra mobile CCTV cameras and an additional member of staff who is already trained in spotting predatory behaviours;</li> <li>• 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;</li> <li>• 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;</li> <li>• training for teaching staff and pupils in secondary schools to help identify predatory behaviour;</li> <li>• funding for a Street Chaplain scheme in Peterborough to provide support and assistance to those that wish to enjoy the city’s nightlife;</li> <li>• 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;</li> <li>• video doorbells will also be offered to homes within Peterborough Central and Medworth Ward as a preventative measure against burglary.</li> </ul>
	<p><b>BACKGROUND DOCUMENTS</b></p>
	<p>Police and Crime Commissioner’s Police and Crime Plan 2021 – 2024  <a href="https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/">https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/</a></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>

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

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

**Contact Officer – Jim Haylett**

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**TITLE: HMICFRS PEEL ASSESSMENT**

<b>1.</b>	<b>PURPOSE</b>
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 the HMICFRS (His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services) PEEL inspection report on Cambridgeshire Constabulary, published in June 2022.
<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 7 - To make reports or recommendations to the Police and Crime Commissioner with respect to 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	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. There is no reference in the Act to any duty of the Panel specifically relating to HMICFRS reports.

4.2	<p>The Act sets out that the Commissioner has a statutory duty to hold the Chief Constable to account, the specific duty is as follows:</p> <ul style="list-style-type: none"> <li>• The police and crime commissioner for a police area must; <ul style="list-style-type: none"> <li>a) secure the maintenance of the police force for that area, and</li> <li>b) secure that the police force is efficient and effective.</li> </ul> </li> <li>• The police and crime commissioner for a police area must hold the relevant chief constable to account for the exercise of; <ul style="list-style-type: none"> <li>a) the functions of the chief constable, and</li> <li>b) the functions of persons under the direction and control of the chief constable.</li> </ul> </li> </ul>
4.3	<p>The Commissioner is cognisant of the operational independence of the Chief Constable. That operational independence includes:</p> <ul style="list-style-type: none"> <li>• decisions in relation to the appointment and dismissal of officers and staff;</li> <li>• decisions concerning the configuration and organisation of policing resources (or the decision whether, or whether not, to deploy police officers and staff;</li> <li>• total discretion to investigate or require an investigation into crimes and individuals as he or she sees fit;</li> <li>• decisions taken with the purpose of balancing competing operational needs within the framework of priorities and objectives set by the PCC;</li> <li>• operational decisions to reallocate resource to meet immediate demand; and</li> <li>• the allocation of officers' specific duties and responsibilities within the force area to meet the strategic objectives set by the PCC.</li> </ul>
4.4	<p>HMICFRS PEEL reports are one source of information for the Commissioner to use in exercising the holding to account function. They do not constitute the entirety of policing responsibilities. There are multiple other bodies undertaking inspection/audit/assurance of different aspects of the Constabulary's functions. These include:</p> <ul style="list-style-type: none"> <li>• Internal and External audits;</li> <li>• Information Commissioner's Office;</li> <li>• Independent Office for Police Conduct;</li> <li>• Criminal Justice Joint Inspections: Police, Probation/Prisons and CPS;</li> <li>• In the multi-agency arena Ofsted and the Care Quality Commission and the Cambridgeshire and Peterborough Safeguarding Partnership Board for Adults and Children (2 boards) that does hold police and all partners to account;</li> <li>• The Investigatory Powers Commissioner's Office (for things like use of surveillance powers);</li> </ul>

	<ul style="list-style-type: none"> <li>Independent Custody Visitors scheme and the Independent Stop and Search and Use of Force scrutiny panels.</li> </ul>
4.5	<p>In considering those reports detailed at 4.4, the Commissioner is also cognisant of performance outcomes. There are a range of different ways that crime statistics are presented and comparative police performance presented. These include:</p> <ol style="list-style-type: none"> <li>1. Constabulary's own performance management processes</li> <li>2. National Policing Board with Crime and Policing Performance Board and Performance and Resources Scrutiny Board reporting into it</li> <li>3. ONS and Police recorded Crime</li> <li>4. Crime Survey England and Wales</li> <li>5. Digital Crime and Performance Pack/Beating Crime Plan</li> <li>6. 999 league tables (101 to come)</li> <li>7. Criminal Justice Scorecards</li> <li>8. HMICFRS – Value For Money (VFM) profiles; PEEL gradings</li> </ol> <p>Caveat – Cambs are rated “Good” at recording crime and it is that recording that is reflected in much of the above, however some forces are graded by HMICFRS as “Inadequate” which means they are under-recording a significant number of crimes. One force within our “family” recorded only 3 out of 23 crimes reported by victims of anti-social behaviour.</p> <p>In considering performance, the role of the Community Safety Partnerships (CSPs) must be considered. The concept that local multi-agency partnership working is vital in preventing and reducing crime is well established and locally CSPs have this responsibility. Local Authorities scrutinise the effectiveness of the 6 CSPs within Cambridgeshire and Peterborough.</p>
4.6	<p>Given the multitude of ways “performance” can be assessed and for the purposes of a consistent message, the Commissioner focuses on the national crime measures as these are the focus of government, includes non-police data and is used to make comparisons with other forces. Below is the latest update regarding crime performance (published in full on the OPCC website <a href="https://www.cambridgeshire-pcc.gov.uk/05b-BCB-National-Crime-and-Policing-Measures-Quarterly-Update-Website.pdf">05b-BCB-National-Crime-and-Policing-Measures-Quarterly-Update-Website.pdf</a> (cambridgeshire-pcc.gov.uk)):</p> <p>For the 12 months ending June 2022 there have been 7 homicides in Cambridgeshire, compared to 14 for year ending June 2019.</p>

The latest data on local admissions to accident and emergency for assault by sharp weapons shows Cambridgeshire has seen a decline compared to the benchmark.

The latest data for firearm offences shows Cambridgeshire recorded 41 offences in the year ending June 2022 which is 39.7% lower than year ending June 2019.

Cambridgeshire has seen an 11% increase in violence with injury offences compared to year ending June 2019 (although violence with injury crime rate per 100,000 population is still lower than the similar forces and the national rate)

In Cambridgeshire there has been a 39% increase in drug trafficking offences when compared to the baseline of year ending June 2019. (This reflects increased police activity to disrupt drug supply)

For “neighbourhood crime” the 12 months to June 2022 there has been the following reductions in Cambridgeshire compared to the baseline of year ending June 2019:

- 17.7% drop in personal robbery offences
- 22.8% drop in theft from the person offences
- 10.3% drop in theft of vehicle offences
- 39.6% drop in theft from a vehicle offence
- 33.6% drop in vehicle interference
- 46.4% drop in residential burglary offences

Domestic Abuse victims’ satisfaction for year ending June 2022 83.3% were at least fairly satisfied with the whole experience compared to year end figure for March 2020 of 82.1%.

The Constabulary also surveys victims of hate crime, burglary, and violence. Victim satisfaction compared to year ending June 2019 has declined going from 78.7% down to 76.2% for year ending June 2022.

Violence against Women and Girls (VAWG) offences increased by 48% in the last 12 months compared to year ending March 2020. (The majority of that increase is in stalking and harassment cases). Cambridgeshire has a rate of 1,205 VAWG crimes per 100,000 population which is comparable to similar forces average.



	<p>In year ending June 2019 there were 551 cyber-crimes, for year ending June 2022 there were 1863 crimes. It is likely that part of the increase between the two-time frames is in part down to an increase in offences and improved use of keywords to identify cyber enabled offending.</p>
4.7	<p>The Commissioner also considers the resources available to the Chief Constable when considering the PEEL report and the holding to account function. HMICFRS have recognised the link between funding and provision of service.</p> <p>In the HMICFRS State of Policing 2021 report this was stated: <b>“The low funding base for some smaller forces in particular means that they consistently struggle to provide as effective service as better funded forces. There is only so much they can do with the resources at their disposal.”</b></p>
4.8	<p>The current funding for Cambridgeshire is based upon the funding formula and using population estimates from 2013/14. Despite reductions of population in some areas of the country, and significant growth in others, no adjustments have been made to the allocation approach. In effect this means that some parts of the country receive funding for a population they no longer have, and Cambridgeshire and Peterborough having had significant growth, have not received any additional funding for that extra population.</p>
4.9	<p>It is also worth considering the Cambridgeshire HMICFRS assessment, compared to its most similar family of forces. Those highlighted in orange have been reported as being in HMICFRS “special measures.”</p>

4.10 The table below shows those forces with published PEEL assessments, Cambridgeshire Constabulary has the best overall gradings. Forces highlighted in orange are reported as being in HMICFRS “special measures.”

“League table” of published PEEL reports	HMICFRS PEEL gradings	Cost per person per year <sup>[1]</sup> (national ave £224.25)	Officers per £1m funding	% of funding from precept	Band D precept
<b>Cambridgeshire</b>	4 Good 3 Adequate 2 Requires Improvement	£202.05	9.53	43.6%	£257.58
<b>Thames Valley</b>	3 Good 4 Adequate 2 Requires Improvement	£209.73	8.65	44.0%	£241.28
<b>Gloucestershire</b>	4 Good 1 Adequate 6 Inadequate	£218.08	8.52	47.3%	£280.08
<b>Warwickshire</b>	5 Adequate 3 Requires Improvement	£209.28	8.62	46.0%	£262.71
<b>Staffordshire</b>	1 Adequate 5 Requires improvement 3 Inadequate	£204.33	7.64	37.6%	£248.57
<b>Wiltshire</b>	5 Requires Improvement 3 Inadequate	£195.52	7.60	45.2%	£241.27
<b>Avon and Somerset</b>	HMICFRS yet to report on.	£209.51	8.48	40.1%	£251.20
<b>Devon and Cornwall</b>	HMICFRS yet to report on.	£210.14	8.85	40.4%	£246.56

<sup>[1]</sup> Using ONS Mid-term population estimates 2020.

4.11	<p>Extraordinary demands on policing is a necessary factor to be considered. It is widely recognised that policing is the service of last resort - stepping into what can be considered “non-crime” roles but when the incident is presenting as a threat to life, becomes a police matter. Whether that is a person in mental health crisis, a missing vulnerable child, or a child needing to be taken into police protection - all these types of incidents are increasing and the police are finding that once they have preserved life, it is increasingly difficult to pass the case on to the most appropriate service for further resolution.</p> <p>This inevitably reduces the availability of police for what the public would view as “core policing” roles.</p>
<b>5.</b>	<b>Statutory duties of PCC</b>
5.1	<p>The Police Act 1996 S55 requires the Commissioner to publish his response to the HMICFRS report. This has been published on the OPCC website, see below link;  <a href="https://www.cambridgeshire-pcc.gov.uk">The Police &amp; Crime Commissioner for Cambridgeshire   (cambridgeshire-pcc.gov.uk)</a></p>
5.2	<p>In terms of holding the Chief Constable to account, the Commissioner considers all of the factors detailed in the earlier part of this report.</p> <p>A “Thematic” Business Coordination Board (BCB) was held on 11 July 2022 with the only agenda item being the HMICFRS report and specifically the two themes of concern identified - Responding to the Public and Investigating Crime.</p> <p>At this Board, the Chief Constable gave a presentation on the findings of the report and the action plan to address issues within it. The presentation by the Chief Constable is appended to this document at Appendix 1. The minutes of that meeting have been published on the PCC website. The Commissioner and Chief Constable agreed that 6 weekly reporting on progress against the action plan would be considered at BCB.</p>
5.3	<p>A further BCB was held on 24 August where a further report was presented and a further discussion took place between the Commissioner and the Chief Constable. The Chief Constable provided an update on the progress of the action plan. The update report is published on the OPCC website and included at Appendix 2 of this report. The minutes of this meeting will be published when approved.</p>

5.4	The Commissioner and the Chief Constable will continue discussions on progress against the action plan and whether progress to improvement is sufficient or whether additional action is required.
6	<b>BACKGROUND DOCUMENTS</b>
	<p><u>HMICFRS Cambridgeshire Constabulary PEEL report</u></p> <p><a href="https://www.justiceinspectorates.gov.uk/cambridgeshire/">Cambridgeshire - HMICFRS (justiceinspectorates.gov.uk)</a></p>
7	<b><u>APPENDICES</u></b>
	<p>Appendix 1 – 11 July 2022 BCB Report</p> <p>Appendix 2 – 24 August BCB Report</p>

# PEEL REPORT 2022

OPCC 11<sup>th</sup> 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

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# Areas For Improvement

## Responding to the Public

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*The force needs to attend calls for service in line with its published attendance times and make sure that victims are fully updated when delays occur*

*The force needs to make sure that call takers give appropriate advice on preserving evidence and crime prevention*

*The constabulary needs to improve how it conducts and records THRIVE assessments*



# Responding to the Public

## Summary Position

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- 999 calls increased to highest levels seen in 8 years. 101 calls were stable, increasing 2.4% on previous year but were 17% lower than pre covid levels.
- New digital desk has created additional call demand (approx. 220k messages reviewed per year.)
- Grade of service was 90.1% (999 calls answered in less than 10 seconds)
- Grade of service was 83.8% (101 calls in less than 30 seconds)
- Both 999 and 101 call Grade of services were down on the previous year but both ahead of the nationally agreed targets of 90% and 80%
- Secondary abandonments on incident line averaged 31.5%
- Secondary abandonments on crime reporting line averaged 21.3%

## Current establishment vs strength

- Current police staff establishment - 95 FTE
- Current strength - 87.3 FTE
- 9 x staff members currently undertaking 999 and 101 training
- 7 x staff awaiting crime training to enable to record crime on Athena - planned next 3 months
- Staff vacancies - assessment centres held w/c 4th, I/V's planned 8th - 11th July
- PC vacancies - 3 x Call Handling and 7 x FCR. Significant recruitment challenges to fill posts causing adverse impact on Demand Hub performance as 10 x PC's form 5% of establishment

## Average call back times on queue buster

Month	Requests received	Average queue time
Apr 22	2175	39:18
May 22	2535	33:06
June 22	2178	40:45

### Public line

(reporting non emergency incidents)

Month	Requests received	Average queue time
Apr 22	511	46:15
May 22	445	40:00
June 22	440	01:02:06

### Crime line

(reporting crimes that do not need attendance)

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# Responding to the Public

## The way ahead

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- 2022/23 'Delivery Plan' has been produced which follows the recommendations of PEEL
- Supported by an audit schedule to monitor and evaluate improvements
- Activity underway to ensure THRIVE, secondary abandonments and attending calls within agreed timescales including training and obtaining best practice from high performing forces
- STORM drop down menus subject of review to simplify question sets to help gather information more efficiently and reduce handling times





# 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



<b>PRIORITY</b>	<b>Increase public satisfaction, responding appropriately and improving communication</b>					
<b>FOCUS</b>	Improving public confidence	Maintaining call handling times	Timeliness of initial response	Improving communication with victims	Improving visibility and accessibility	
<b>AIMS</b>	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?	
<b>STRATEGIC MEASURES</b>	<ul style="list-style-type: none"> <li>• 90% of 999 calls answered within 10 seconds</li> <li>• 80% of 101 calls answered within 30 seconds</li> <li>• &lt;5% Secondary abandonment rate</li> <li>• Increased use of online services</li> <li>• Median time taken to attend 'Immediate' grade incidents &lt;15 minutes</li> <li>• Median time taken to attend 'Priority' grade incidents &lt;60 minutes</li> <li>• Median time taken to attend 'Prompt' grade incidents &lt;240 minutes</li> </ul>					
<b>GOVERNANCE</b>	Demand Hub Management and Supervision		Demand Hub SLT Performance Meeting		Force Performance Board	

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	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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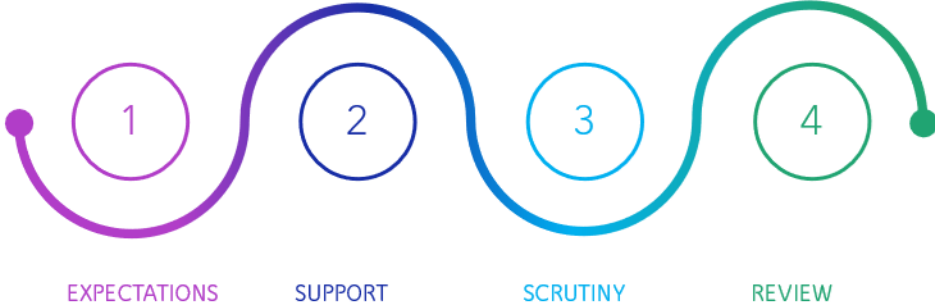
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- Former Response Investigations Team has been restructured to form a Volume Crime Team within CID bringing additional investigative oversight
- Additional VCT investigative supervisory resources being explored through CAMSTRA
- Introduction of North 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 37<sup>th</sup> out of 43 nationally to 15<sup>th</sup> 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	<b>63%</b>	Feb 22	<b>79%</b>
• Victims Code of Practice being adherence	May 2021	<b>88%</b>	Feb 22	<b>94%</b>
• Initial Victim Needs Assessment	May 2021	<b>25%</b>	Feb 22	<b>84%</b>

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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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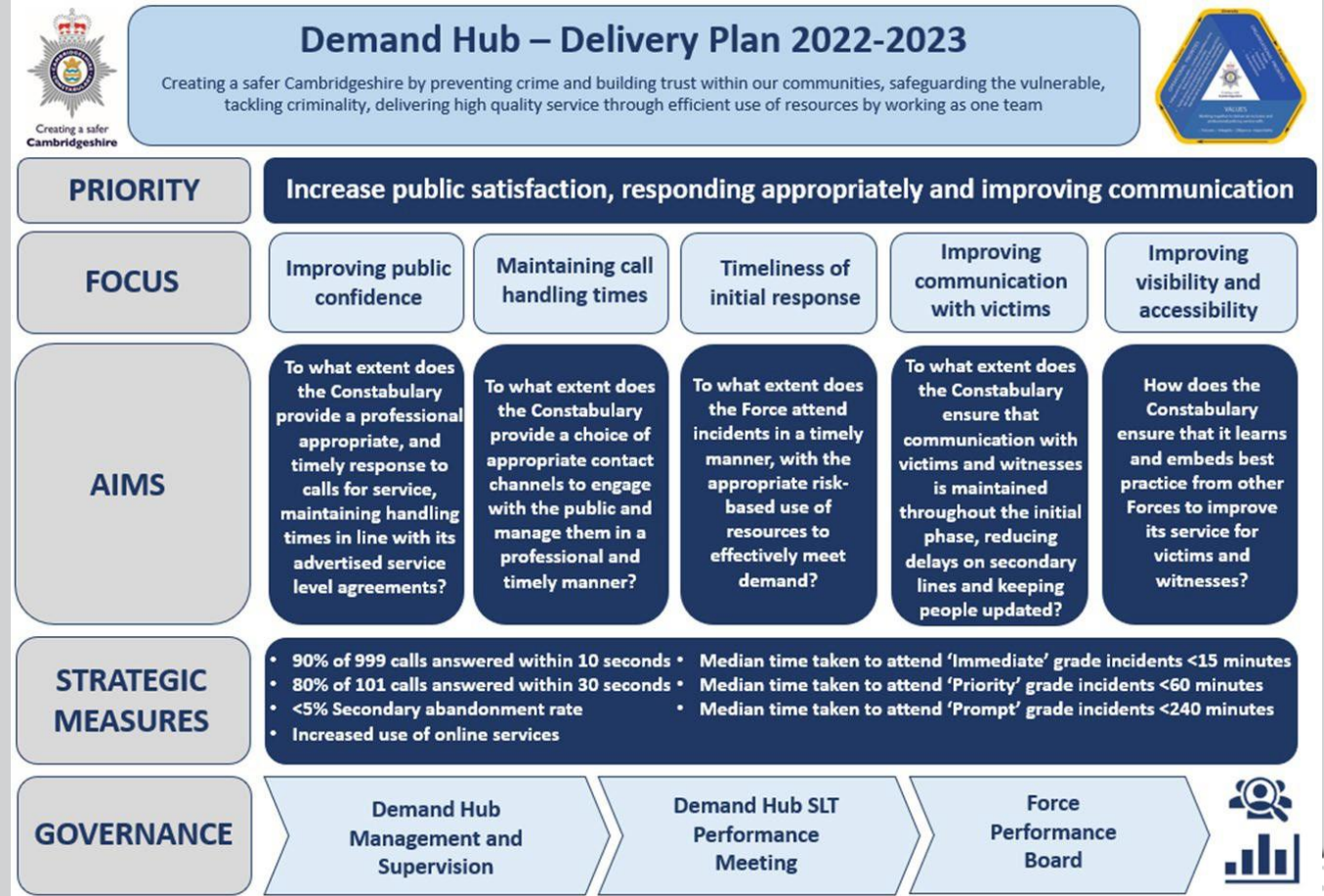
# Demand Hub Delivery plan 22-23

## 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

1. The force should make sure investigation plans are created when applicable, with supervisory oversight ensuring that all investigative opportunities are taken.
2. The force needs to make sure that the requirements of the Victims' Code of Practice are complied with.
3. 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. The force should make sure it documents whether evidence-led prosecutions have been considered in all cases.

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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	
<b>HMIC</b>	75%	63%	75%	78%	
<b>June</b>	85%	83%	70%	90%	
<b>July</b>	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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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 8</b>
<b>23 November 2022</b>	<b>Public Report</b>

**Report of Cambridgeshire Police and Crime Commissioner**

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

**Contact Details – [cambs-pcc@cambs.police.uk](mailto:cambs-pcc@cambs.police.uk) 0300 333 3456**

**DELIVERY OF THE POLICE AND CRIME COMMISSIONER’S POLICE AND CRIME PLAN 2021-24 – SIX MONTH INTERIM PROGRESS REPORT**

<b>1.</b>	<b>PURPOSE</b>
1.1	The purpose of this report is to provide a six-monthly update to 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 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</b>
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 <sup>th</sup> November 2021.

4.2	<p>The Commissioner’s Plan is structured around five themes. They are;</p> <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.</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 this request, 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). This report provides a comprehensive six-month interim progress report on the delivery of the Commissioner’s Police and Crime Plan.</p>

5.	<b>POLICE AND CRIME PLAN 2021-24 THEMES</b>
5.1	<p data-bbox="209 181 949 219"><b><u>Putting Communities First – Priorities for Action</u></b></p> <p data-bbox="209 237 1465 443"><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 data-bbox="209 512 865 551"><b><u>Completed deliverables / activities of note:</u></b></p> <ul data-bbox="209 573 1476 2004" style="list-style-type: none"> <li data-bbox="209 573 1476 943">• Bolster resources for Community Safety Partnerships (CSPs) through funding Problem Solving Co-ordinators and a new Communities Fund <ul data-bbox="264 685 1476 943" style="list-style-type: none"> <li data-bbox="264 685 1476 943">• <b>Update:</b> Activities delivered. The six CSPs now have the capacity to co-ordinate problem solving work to tackle local issues that matter to our communities. This includes the PCC’s new Safer Communities Fund opened to CSPs in May. Update part of Criminal Justice &amp; Community Safety Paper for Panel.</li> </ul> </li> <li data-bbox="209 965 1476 1384">• Briefing Pack regarding workings of CSPs for the benefit of councillors for the swift referral and resolution of community concerns <ul data-bbox="264 1077 1476 1384" style="list-style-type: none"> <li data-bbox="264 1077 1476 1384">• <b>Update:</b> 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.</li> </ul> </li> <li data-bbox="209 1406 1476 1556">• Business Crime Survey; <ul data-bbox="264 1462 1476 1556" style="list-style-type: none"> <li data-bbox="264 1462 1476 1556">• <b>Update:</b> Activities delivered. Business Crime Survey launched. Further engagement with the Business Community continuing.</li> </ul> </li> <li data-bbox="209 1579 1476 1780">• Refresh the Countywide Community Safety Agreement and Board; <ul data-bbox="264 1635 1476 1780" style="list-style-type: none"> <li data-bbox="264 1635 1476 1780">• <b>Update:</b> Completed. Activities have resulted in the development of a High Harms Board. A comprehensive update is included as part of Criminal Justice &amp; Community Safety Paper developed for Panel.</li> </ul> </li> <li data-bbox="209 1803 1476 2004">• Develop an Engagement Strategy. <ul data-bbox="264 1859 1476 2004" style="list-style-type: none"> <li data-bbox="264 1859 1476 2004">• <b>Update:</b> Completed. Communications &amp; Engagement Strategy developed and published on the Commissioner’s Website. <a href="https://www.cambridgeshire-pcc.gov.uk">The Police &amp; Crime Commissioner for Cambridgeshire   Listening and Responding (cambridgeshire-pcc.gov.uk)</a></li> </ul> </li> </ul> <p data-bbox="209 2074 523 2112"><b><u>Current Deliverables</u></b></p>

- 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 also shared with CSPs through presentation at Community Safety Officers Group. Update for councillor briefing sessions this month.
- Recruitment of a Communities Policy Officer
  - **Update:** The recruitment was put on hold whilst the business model was reviewed during Q2. Review completed. Recruitment in progress.
- 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:** Business Community event postponed until 2023/24. There was limited uptake for the planned event originally scheduled for 2022/23 Q3.

### **New Deliverables**

- Implement Communications and Engagement Tactical Plan 2022/23
- Responding to the Review into the role of Police and Crime Commissioner: Part Two  
This will look at the role of the PCCs in the partnership landscape and assess whether their current set of tools and levers are sufficient to drive and co-ordinate local activity to reduce crime, combat drug misuse and tackle anti-social behaviour. Included in this is a focus on Community Safety Partnerships. Progress is dependent upon the progress of this Review with the latest indication from the APCC that the output from the review will be published in 2022/23 Q4.



### 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, will be refreshed in light of needs assessment to be completed by end 2023. 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.
- 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 2022/23 Q3/Q4. Further deliverables may follow.

### **New Deliverables**

- Youth listening project commissioned to inform local serious violence strategy. Insights and analysis to be delivered during Q4 2022-23.
- Drug strategy implementation. Report on progress in respect of needs assessment, local strategy, and outcomes framework to be received through High Harms Board 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.
- Victims Provider Forum
  - **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
  - **Update:** Activities ongoing. Dependencies identified. Currently awaiting a steer from the MoJ.

**New Deliverables**

- 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 **Ethical Policing– Priorities for Action**

**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.

### **Completed deliverables / activities of note:**

- Recruit a Senior Policy Officer for governance, compliance, and assurance;
  - **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)
  - **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 2023/24 Q1.
- Produce and publish an Integrity Assurance Annual Report 2021/22;
  - **Update:** Integrity Assurance Annual Report 2021/22 was presented to the Joint Audit Committee, 3 November 2022 and approved.

### **Current Deliverables**

- Develop an Independent Ethics Board
  - **Update:** Scoping activity commenced including evaluating approach of the Constabulary's Ethics Panel. Further activities planned with recommendations to be presented 2022/23 Q3/Q4.
- Review Independent Custody Visitor scheme using Quality Assurance Framework
  - **Update:** Activities ongoing. Structured self-assessment process being progressed. Submission of assessment against Quality Assurance Framework scheduled for 2023/24 Q2/Q3.
- Review Scrutiny Panels One Year In. (Stop & Search and Use of Force)
  - **Update:** Activities ongoing. Review highlighted areas for development included community outreach, further engagement, the development of branding and web-presence as well as the recruitment of new members. Dependencies identified. Scheduled for completion 2022/23 Q3/Q4, with recruitment scheduled to commence in Q4. AGM planned for Q4.
- Develop plans for the ethical use of biometrics in law enforcement (as APCC national lead)
  - **Update:** Activities ongoing. This is a long-term national project.
- Recruit additional Independent Custody Visitors (ICVs)

- **Update:** Embedded into business as usual. Currently there are 19 active ICVs in post. This includes five newly appointed ICVs. Successful recruitment process for 2022/23 continues with a further five awaiting interview and five 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
  - **Update:** Embedded into business as usual. Scheduled for presentation through Business Co-ordination Board.

**New Deliverables**

- 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 **Robust Enforcement– Priorities for Action**

**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.

**Current Deliverables**

- Ensure Constabulary progress in cutting crime and delivery against the National Crime & Policing Measures;
  - **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.
  - **Update:** Embedded into business as usual. Assurance arrangements in place, specifically BCB. New multi-agency partnership arrangements in place to tackle serious and organised crime.
- Monitoring the effectiveness and efficiency of the criminal justice system.
  - **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

	<ul style="list-style-type: none"> <li>• Ensure the local delivery of the National Integrated Offender Management (IOM) Strategy <ul style="list-style-type: none"> <li>• <b>Update:</b> Embedded into business as usual. New IOM national programme launched in October 21. Assurance arrangements in place, specifically CJB.</li> </ul> </li> <li>• Support the local delivery of Multi Agency Public Protection Arrangements <ul style="list-style-type: none"> <li>• <b>Update:</b> Embedded into business as usual. Assurance arrangements in place, specifically CJB.</li> </ul> </li> <li>• Criminal Justice Agenda including implementation of Criminal Justice Scorecards <ul style="list-style-type: none"> <li>• <b>Update:</b> Embedded into business as usual. Assurance arrangements in place, specifically CJB. Update part of Criminal Justice &amp; Community Safety Paper for Panel 14/9</li> </ul> </li> </ul>
<b>6.</b>	<b>MONITORING DELIVERY OF THE PLAN</b>
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.
<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>

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

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

**Contact Officer – Nicky Phillipson, Director of Commissioning**

**Contact Details – [cambs-pcc@cambs.police.uk](mailto:cambs-pcc@cambs.police.uk) 0300 333 3456**

**POLICE AND CRIME COMMISSIONER'S APPROACH TO COMMISSIONING AND GRANTS**

<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 commissioning and grants.
<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.
3.2	This paper also seeks to highlight any future anticipated risks to service provision.
<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 approach taken to commissioning and grants has to enable the Commissioner to award funding, from a range of sources, in an agile and responsive way to organisations which help him achieve these objectives. This is also particularly important when the Commissioner acts as 'grant sponsor' on behalf of partnership bids to central government funds and receives the funding. The approach allows the Office of the Police and Crime Commissioner (OPCC) staff to ensure it is quickly awarded to the recipients named in the bid with the appropriate outcome monitoring and governance in place.
4.4	The approach has been developed within the broader framework of the 'Financial Regulations for Bedfordshire, Cambridgeshire and Hertfordshire Police and Crime Commissioners' (including Contract Standing Orders) which was revised in August 2022.
4.5	<p>The Act states that a Police and Crime Commissioner can provide crime and disorder reduction grants:</p> <ul style="list-style-type: none"> <li>• to any person</li> <li>• for securing, or contributing to securing, crime and disorder reduction</li> <li>• and can make grants subject to any conditions.</li> </ul>
4.6	Police and Crime Commissioners were given responsibility for commissioning support services for victims of crime in 2014 along with an annual grant. An amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 allows for this.
4.7	A recent Internal Audit undertaken by RSM Tenon provided ' <b>substantial assurance</b> ' on all aspects of the commissioning and grants function. The OPCC is currently managing 53 different providers (excluding small grants).



5.	<b>THE APPROACH</b>
5.1	<p>The Cambridgeshire OPCC take a 'commissioning approach' which is underpinned and guided by the four stages in the <b>Commissioning Cycle</b>. This continuous cycle of action and improvement is followed, in a proportionate manner, for every funding award made. For example, this process may take up to six months for a £1m contract but may be a few conversations for a £2k Youth Fund Award.</p> <div data-bbox="660 510 1043 891" data-label="Diagram"> </div> <p>There are key actions to be carried out within each phase of the cycle which are detailed below.</p>
5.2	<p><b>UNDERSTAND</b></p> <ul style="list-style-type: none"> <li>• We will develop a <b>clear evidence-base of need</b> - through local needs assessments, engagement with the public, potential service users and partners and mapping of existing provision to prevent duplication.</li> <li>• We will clearly set out the <b>outcomes to be achieved</b> and consider if a new service is required or whether an existing service could be re-commissioned or enhanced to deliver the same outcomes.</li> <li>• We will work in <b>partnership</b> with other agencies trying to deliver the same outcomes and explore if a <b>co-commissioning</b> arrangement with a <b>pooled budget</b> could lead to a more joined up service provision and deliver economies of scale.</li> <li>• We will consider how a new service or provision might be co-dependant on other agencies and will ensure there are <b>seamless pathways</b> between them.</li> <li>• We will ensure all support services for victims of crime are victim-focused and led and responsive to their needs.</li> <li>• We will support and encourage early intervention and preventative ideas.</li> </ul> <p><b>PLAN</b></p>

- We will ensure **equitable countywide provision** of services (unless funding is being awarded to a small area to respond to a bespoke local need).
- Where possible we will provide opportunities for service users, potential providers and partner agencies to **co-design** services or feedback on service specifications and will support innovation.
- We will develop **outcome measures** in consultation with the provider to enable them to show they are meeting the identified need and delivering the required outcomes.
- We will proactively seek to enhance local service provision by leading/ supporting applications to new funding streams.

## DO

- We will support the use of **local suppliers** and recognise the added value provided by local third sector service providers.
- We will adhere to the local Financial Regulations and Contract Standing Orders in cases where multiple providers could deliver a pre-planned for service. This sets out:
  - £0-£5,000 – one written quote
  - £5,000 - £50,000 – three written quotes
  - £50,000 and above – competitive tender
- We will ensure equality of opportunity **by transparently** advertising all open funding opportunities on our website on the EU Supply Portal where the contract value exceeds £50,000. The funding envelope and quality vs cost split will be clearly shown.
- We will hold **Market Engagement** events where they add value.
- We will only use **Single Tender Agreements** - where a single provider has been proven to deliver the best outcomes for the service or where a bid has been developed in partnership.
- We will ensure an independent member sits on all **tender evaluation** panels. Service users will be invited to engage in the process where possible.
- We will endeavour to **award multi-year contracts** recognising that short-term funding destabilises providers and makes it challenging to recruit into posts.

## REVIEW (Contract Management)

- We will ensure outcome reporting is **proportionate** to the size of the funding awarded – as a minimum all recipients will be required to submit a six-monthly monitoring return to demonstrate how the funding is delivering the agreed outcomes.

	<ul style="list-style-type: none"> <li>• We will invite all recipients of funding over £10k to a <b>six-monthly monitoring</b> (three monthly for victim services) meeting and maintain two-way dialogue so emerging issues on either side can be flagged and collaboratively addressed before they impact upon the delivery of outcomes.</li> <li>• We will <b>listen to and consider the views</b> of service users and partners.</li> <li>• We will support all victim support services to <b>share learning and best practice</b> by arranging regular Provider Forums.</li> <li>• We will <b>de-commission</b> services which are shown not to be meeting their outcomes or the needs of service users. This will be done in partnership with the provider and appropriate risk assessments will be carried out.</li> </ul> <p>Funding is awarded as either a grant, contract, or contribution to a co-commissioned contract or through a paid invoice.</p>
6.	<b>THE RESOURCES</b>
6.1	<p>The Commissioner has access to a number of funding streams from which awards can be made which contribute to the delivery of the objectives within the Plan. This includes:</p> <ul style="list-style-type: none"> <li>• an annual grant from the <b>Ministry of Justice</b> to fund services for <b>victims of crime</b> (this is often bolstered by bid-for funds in-year);</li> <li>• additional bid for funding from the <b>Home Office</b> – such <b>Safer Streets Funding</b> and the Devolved Rape Support Funds;</li> <li>• a <b>Crime and Disorder Reduction Fund</b> – this has to be taken from the main police grant and funds Cambridgeshire Constabulary’s statutory contributions to partnership working. From 23/24 these statutory contributions will be made direct by the Constabulary therefore they will retain the funding previously allocated to the Safeguarding Boards, Youth Offending Service and MAPPA (Multi Agency Public Protection Arrangements). Many of the other awards are historic in nature and fund ongoing services which need to be regularly reviewed. Difficult decisions have to be made based on whether they are proven to reduce crime and disorder, contribute towards delivery of the Plan and/or reduce police demand. Every single penny we award through crime and disorder grants is another penny not available for policing. This is why we follow the approach – we ask for evidence of how something is making a difference; we ask for proof of the ‘so what;’ we bring recipients in show the difference they are making.</li> <li>• a <b>Casualty Reduction and Support Reserve</b> – which can only be used for activities which prevent road crashes and <b>promote road safety</b>; and</li> </ul>

- a **Youth Fund** and a **Communities Fund** – which is available to Community Safety Partnerships.

Details of all awards made from each of these funds are available on the Commissioner's website (see links below for ease) and will be shared in the Commissioner's Annual Report.

Victim Services: [The Police & Crime Commissioner for Cambridgeshire | Supporting victims and witnesses of crime \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/supporting-victims-and-witnesses-of-crime)

Crime and Disorder Reduction: [The Police & Crime Commissioner for Cambridgeshire | Crime and Disorder Reduction \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/crime-and-disorder-reduction)

Casualty Reduction and Support Reserve: [The Police & Crime Commissioner for Cambridgeshire | The Casualty Reduction and Support Reserve \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/casualty-reduction-and-support-reserve)

Youth Fund Awards: [The Police & Crime Commissioner for Cambridgeshire | Funding available from the Police and Crime Commissioner \(cambridgeshire-pcc.gov.uk\)](https://www.cambridgeshire-pcc.gov.uk/funding-available-from-the-police-and-crime-commissioner) (Scroll down this page)

7	<b>ENHANCED RESOURCES in 2022/23</b>			
7.1	The OPCC has led successful bids to central government worth <b>£1,787,658</b> since April 1, 2022. This equates to more than the cost of the OPCC Office. This has included:			
	<b>Funding stream</b>	<b>Amount secured in 22/23</b>	<b>Work delivered</b>	<b>Narrative</b>
Domestic Abuse Perpetrator Fund	£311,836	Interventions for (and support for victims):	<ul style="list-style-type: none"> <li>• Adult perpetrators of domestic abuse</li> <li>• Young perpetrators of child to parent/carer violence</li> <li>• Stalking intervention</li> </ul>	Evaluation of the first year of delivery has shown reductions in violence for those attending the programmes and better management of the risk posed by those delaying stalking behaviour.
ISVA/IDVA Fund	£526,843	Funding secured until March 2025 for an extra:	<ul style="list-style-type: none"> <li>• 8 ISVAs</li> <li>• 6.4 IDVAs</li> </ul>	A further 2.4 staff were secured in the latest round of funding. We currently have the highest number of ISVA and IDVA posts ever.
Community based domestic abuse and sexual violence support	£295, 887	Community based domestic abuse and sexual violence support services		Funding secure for three years' worth £887,661 This enables grass roots charities to provide locally based support.
Male Rape Support	£18,807	This provides therapeutic support for male victims of sexual violence		At the time of writing 11 service users have accessed such support.
Safer Streets 4	£634,285 for 15 months delivery	This provides funding for environmental improvements and proactive responses to crime and disorder in areas of Peterborough and Wisbech.		This work is being managed by the Constabulary who is working with nine delivery partners.
<b>Totals</b>	<b>£1,787,658</b>			The total if we include the additional year 2 and 3 funding for DA/SV support total is <b>£2,360,625</b>
8	<b>EMERGING RISKS</b>			

8.1	At the time of writing this report the OPCC is waiting for confirmation of new bidding rounds or for rollover of funding streams into 23/24. This poses less of a risk for time limited work, for example Safer Streets 4. However, the early intervention work being delivered through the Domestic Abuse Perpetrator Programme has not yet secured future funding. The Commissioner will be exploring whether the Child to Parent Violence Family Respect Programme, which is proven to reduce police demand and violence, can be funded from Crime and Disorder Reduction Funding.
8.2	The additional community-based domestic abuse and sexual violence support funding and that for extra posts to support victims was awarded until March 2025. This in itself will create a potential cliff edge of more than £820k. The OPCC will continue to work in partnership with colleagues across the system to ‘shrink services’ in line with the agreed core model so victims will be able to access equitable support wherever they live in the county.
9.	<b>BACKGROUND DOCUMENTS</b>
	<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>‘Financial Regulations for Bedfordshire, Cambridgeshire and Hertfordshire Police and Crime Commissioners (including Contract Standing Orders),’ May 2020  <a href="http://cambridgeshire-pcc.gov.uk/Combined-Financial-Regulations-May-2020-reviewed.doc">cambridgeshire-pcc.gov.uk/Combined-Financial-Regulations-May-2020-reviewed.doc</a></p> <p>Domestic Violence, Crime and Victims Act 2004  <a href="http://www.legislation.gov.uk/ukpga/2004/28/contents">Domestic Violence, Crime and Victims Act 2004 (legislation.gov.uk)</a></p> <p>Anti-Social Behaviour Crime and Policing Act 2014  <a href="http://www.legislation.gov.uk/ukpga/2014/12/contents">Anti-social Behaviour, Crime and Policing Act 2014 (legislation.gov.uk)</a></p>

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 10</b>
<b>23 NOVEMBER 2022</b>	<b>Public Report</b>

**Report of: Jane Webb, Senior Democratic Services Officer, Peterborough City Council**

**Contact Officer(s) – Jane Webb**

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

## **RE-APPOINTMENT OF AN INDEPENDENT CO-OPTED PANEL MEMBER**

### **1. PURPOSE**

- 1.1 To seek Members' view on the re-appointment of an Independent Co-opted Member with effect from November 2022.

### **2. RECOMMENDATIONS**

- 2.1 That the Panel consider reappointing Edward Leigh for a further four-year term from today's date, as permitted under the Police Reform and Social Responsibility Act 2011 and provided for in the Panel's Rules of Procedure.

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

- 3.1 Co-opted members appointed for a further term of four years provided that the balanced appointment objective is met by that appointment.

### **4. BACKGROUND**

- 4.1 The Police Reform and Social Responsibility Act 2011 requires that the Panel appoints two independent co-opted members. In doing so the Panel must consider the need for its membership to meet the balanced objective in skills, knowledge, and experience necessary to discharge its functions effectively.

In line with legislation, the Panel's Procedure Rules, provide for the reappointment of a co-opted member, for a further term of four years, if a two thirds majority of those present at the meeting, vote in favour. This provides the opportunity to benefit from co-optee's experience and knowledge, be enabling them to serve an additional term.

Edward Leigh has served as an independent co-opted member of the Panel since 2014 and is now in his sixth year as Chair of the Panel. He has indicated a willingness to serve for a further four years if the Panel so wishes. The alternative option available to Members, is to authorise a full, open recruitment exercise and appoint a new Chair.

### **5. KEY ISSUES**

- 5.1 The term of office for the existing co-opted independent member ends in November 2022.

This report outlines the option for extending the term of office for the existing co-opted independent member for another four years. Otherwise, the Panel could choose to recruit a new co-opted independent member which would result in the Panel having to establish a selection panel to shortlist and interview candidates; this could take up to three months.

## **6. IMPLICATIONS**

- 6.1 There are no financial or staffing resource implications as existing resources are available through the Police and Crime Panel Grant and Senior Democratic Services Officer (Police and Crime).

There are not IT implications.

## **7. CONSULTATION**

- 7.1 The Police Reform and Social Responsibility Act 2011 requires Police and Crime Panels to appoint two co-opted independent members. Therefore, there is no requirement to consult on whether to appoint co-opted members.

## **8. BACKGROUND DOCUMENTS**

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

- 8.1 *None*

## **9. APPENDICES**

- 9.1 *None*



<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 11</b>
<b>23 NOVEMBER 2022</b>	<b>Public Report</b>

**Report of: Jane Webb, Senior Democratic Services Officer, Peterborough City Council**

**Contact Officer(s) – Jane Webb, Peterborough City Council**  
**Contact Details – jane.webb@peterborough.gov.uk**

**COMPLAINTS GUIDANCE – COVER REPORT**

**1. PURPOSE**

- 1.1 To present to the Panel a revised and updated procedure for dealing with complaints and conduct matters against the Police and Crime Commissioner (“the Commissioner”).
- 1.2 The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 set out the functions of the Police and Crime Panel in relation to the handling of complaints concerning the conduct of Police and Crime Commissioner and Deputy Police Commissioner.
- 1.3 The Panel is required to adopt a procedure which is consistent with the Regulations for dealing with complaints against the Commissioner. The Panel last reviewed and made changes to the “Procedure for dealing with complaints and conduct matters about the Cambridgeshire Police Crime and Commissioner and/or Deputy Police and Crime Commissioner at its meeting in October 2012.

An updated Complaints Policy and appendices were taken to the September meeting of the Police and Crime Panel where it was agreed that further changes should be made to the policy before being brought back to the next meeting of the Panel for review and adoption. These further changes have been made and provisionally agreed by the Chair, Vice Chair, Monitoring Officer, and Democratic Services Officer.

- The Complaints Guidance has been further amended after meetings the Chair/Vice Chair, Monitoring Officer, and Democratic Services Officer.
- The Habitual and Vexatious Report has been refocused to consider the comments made at the previous Panel meeting and is now entitled “Note on the Management of Unreasonable Complainant Behaviour”.
- The Quick Guide to Complaints now appears on two pages instead of three.
- The Flowchart has been added

This report sets out those final proposals for the Panel to consider and formally adopt.

**2. RECOMMENDATIONS**

- 2.1 It is recommended that the Panel:
  - (a) Comment on the revised draft Procedure, making any further amendments it considers necessary; and
  - (b) Approve the draft Procedure for implementation and application to any complaint received going forward.

- (c) Delegate authority to the Democratic Services Officer of the Panel, in consultation with the Monitoring Officer and Chair of the Panel, to make any further amendments to the Procedure, ensuring it is in an accessible format.

### **3. BACKGROUND**

- 3.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) sets out the role and responsibilities of the Police and Crime Panel, which includes the handling of complaints relating to the Police and Crime Commissioner (“the Commissioner”) and Deputy Police and Crime Commissioner (“the Deputy”).

In accordance with the Act and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (“the Regulations”), the Panel first adopted Procedures for dealing with complaints and conduct matters about the Commissioner in October 2012. The Procedure adopted at that time was based on the model procedures adopted by most Police and Crime Panels.

Under the legislation, responsibility for dealing with complaints against the Commissioner/Deputy is within the remit of the Panel. However, the complaints operate within a very narrow statutory framework.

Where a complaint is received, which is not a conduct matter or a serious complaint matter, it falls to the Panel to consider by way of informal resolution. The Panel has no powers to investigate complaints but can request the Commissioner/Deputy to provide information or attend the Panel to answer questions. The Panel also has no powers to impose sanctions.

The informal resolution process is not a disciplinary process but is intended to facilitate the resolution of complaints to the satisfaction of the parties involved. The intention is that the Procedure can be flexible to adapt to the circumstances of the complaint.

### **5. Proposed Changes to the Procedure**

Under the Regulations, the Panel may delegate responsibility for the initial handling of complaints to the Chief Executive and Monitoring Officer for the Commissioner’s office.

The Panel had previously delegated this responsibility to the Commissioner’s Chief Executive. However, where it is considered that there may be a conflict, the Procedure provides that this can be referred to the Democratic Services Officer/Monitoring Officer to the Panel to determine whether it is a matter for the Panel or the IOPC (Independent Office for Public Conduct) to determine.

It was considered it would help promote transparency and accountability if the potential for the perception of conflict was addressed. The revised process would ensure that any perception of conflict is removed, given that the Chief Executive reports to the Commissioner.

It is therefore proposed to the Panel that the responsibility for the initial handling of complaints be delegated by the Panel to the Democratic Services Officer/Monitoring Officer of the Panel in accordance with section 101(2) of the Local Government Act 1972, which allows a committee to arrange for its functions to be discharged by an Officer.

As the Procedure had not been updated since 2012, it was considered to be quite difficult to follow in places as it mirrored the Regulations, which might prevent members of the public from being able to understand how to raise their concerns. The Democratic Services Officer was therefore requested to review the Procedure to see if it could be streamlined, simplified, and re-ordered to make it easier for the public to follow and this is reflected in the revised version, which now also includes a Quick Guide, a flowchart, and a complaints form.

A procedure for dealing with habitual and vexatious complaints has also been added to the process, following best practice examples from other authorities, which will offer a clear steer on how this type of complaint will be dealt with when it occurs.

## **Considerations for the Panel**

In considering the proposed revisions to the Procedure, the Panel may wish to consider the LGA (Local Government Association) guidance, which recommends that Panels consider the following:

- Responsibility for all types of complaint is clearly set out;
- Considering whether it is appropriate for the Chair of the Panel to see all complaints;
- Having clear guidance for recording complaints;
- Developing clear communication to explain what is happening to members of the public;
- Having a process to take back and conclude complaints when received back from the IOPC.

## **6. IMPLICATIONS**

6.1 N/A

## **7. CONSULTATION**

7.1 N/A.

## **8. NEXT STEPS**

8.1 If the Panel consider any further amendments are necessary, to delegate authority to make further changes to the Democratic Services Officer/Monitoring Officer in conjunction with the Chair/Vice Chair following the adoption of the new procedures at the meeting.

## **9. BACKGROUND DOCUMENTS**

[IOPC - Operational Advice Notes to Police and Crime Panels](#)

LGA Guidance – Good Practice for Police and Crime Panels good-practice-police-and--50a.pdf (local.gov.uk)

## **10. APPENDICES**

- 10.1
- 1. Draft – New Complaints Guidance
  - 2. Note on the Management of Unreasonable Complainant Behaviour
  - 3. Complaints Form
  - 4. Quick Guide - Complaints
  - 5. Flowchart

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# Cambridgeshire Police and Crime Panel

## PROCEDURE FOR DEALING WITH COMPLAINTS RELATING TO THE CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER AND DEPUTY POLICE AND CRIME COMMISSIONER



## **Cambridgeshire Police and Crime Panel Complaints Procedure:**

### **Detailed Guidance for dealing with Complaints about the Conduct of the Police and Crime Commissioner for Cambridgeshire**

#### **1. Overview**

- 1.1. This procedure deals with complaints about the conduct of the Cambridgeshire Police and Crime Commissioner (PCC) and/or the Deputy Police and Crime Commissioner (DPCC), in accordance with the requirements of the Police Reform and Social Responsibility Act 2011 (“the Act”) and the [Elected Local Policing Bodies \(Complaints and Misconduct\) Regulations 2012](#) (“the Regulations”).
- 1.2. Where this procedure is inconsistent with the Act or Regulations, the Act or Regulations will take precedence.
- 1.3. There are separate procedures for complaints against the PCC’s office and staff, complaints regarding operational policing, the Chief Constable, and other police officers.

#### **2. Role of Police and Crime Panel in relation to Complaints**

- 2.1. The Cambridgeshire Police and Crime Panel (“the Panel”) is responsible for overseeing the handling of complaints and Conduct Matters regarding non-criminal behaviour of the PCC, wherever that complaint arises from. Allegations of criminal conduct about the PCC are dealt with by the Independent Office for Public Conduct (IOPC).
- 2.2. The Panel cannot impose sanctions but may choose to use their powers to require the PCC to attend a hearing to answer questions, request information and documents from the PCC and publish a report or recommendation.

#### **3. Initial Handling of Complaints**

- 3.1. The Panel has delegated responsibility for the initial handling of complaints to the Senior Democratic Services Officer (Police and Crime) (DSO) and Monitoring Officer to the Panel (MO).
- 3.2. Where Complainants are asked to use the complaint form shown at Annex 1 and provide as much detail as possible. Complaints should be submitted to:

The Senior Democratic Services Officer (Police and Crime)  
Peterborough City Council  
Town Hall  
Bridge Street  
Peterborough  
Cambs PE1 1HF

Or by email: [democratic.services@peterborough.gov.uk](mailto:democratic.services@peterborough.gov.uk)

- 3.3. Where a complaint is submitted to an officer at the OPCC or a Member, they must refer it immediately to the DSO or MO.
- 3.4. Where a complaint is submitted directly to the IOPC, the IOPC will notify the DSO unless the IOPC considers that there are exceptional circumstances to justify the notification not being given.
- 3.5. Where any Member or officer with responsibility to support the Panel becomes aware of possible misconduct, that person has a duty to report the matter to the DSO or MO.

### **On Receipt of a Complaint**

- 3.6. Any communication to the DSO that does not relate to Misconduct will be forwarded to the relevant authority, including but not limited to:
- Information about a crime or possible criminal activity that does not involve the PCC or DPCC will be referred to Cambridgeshire Constabulary.
  - Information about potential misconduct by a Member will be referred to their accountable local authority (i.e., the authority from which they were appointed to the Panel). In the case of co-opted independent Members, it is the Panel's Accountable Authority.
  - Information about potential misconduct by an officer in the OPCC will be referred to the monitoring officer for the OPCC.
  - Information about potential misconduct by an officer supporting the Police and Crime Panel will be referred to the MO of the Panel's Accountable Authority or, if the information relates to the MO, to the Chief Executive of the Panel's Accountable Authority.
- 3.7. On receipt of an allegation, the DSO and MO will record and acknowledge receipt of the allegation within five working days; review it and take one of the following actions:
- In the case of an allegation about Serious Misconduct, they will refer the matter directly to the IOPC as soon as is practicable and, in any event, not later than the end of the following working day when it becomes clear that that matter may amount to Serious Misconduct. They will provide a copy of the allegation to the Chief Executive of the OPCC at the same time as contacting the IOPC.
  - The MO and DSO can decide not to refer the complaint for resolution or take no action at all in the following circumstances:
    - A complaint by a member of the Commissioner's staff in connection with their work. Such complaints will be returned to the complainant with the advice to submit their complaint to the Chief Executive of the OPCC to be dealt with in accordance with the relevant employment procedures.
    - A complaint that relates to an incident that is more than 12 months old where there is no good reason for the delay, or the delay would be likely to cause injustice.
    - A complaint about conduct that is already the subject of another complaint or is not considered to be a Conduct Matter.
    - An anonymous complaint.
    - A complaint which is vexatious, habitual, oppressive, trivial, or otherwise an abuse of process for dealing with complaints (detailed in Annex 2).

- In all other cases, the DSO and MO will refer the matter to the Panel for informal resolution in accordance with section 5.

### **Recording of Complaints**

- 3.8. The DSO will record all complaints that are to be proceeded with on the Recorded Complaints and Conduct Matters Register (“the Register”) unless the complaint has already been recorded or is withdrawn by the complainant.
- 3.9. Any complaint or information that does not relate to misconduct will not be recorded in the Register.
- 3.10. The DSO will acknowledge receipt of the complaint, confirm that it has been recorded on the Register and whether the complaint has been referred to the IOPC or whether it will be referred to the Panel.
- 3.11. The MO/DSO will present a report to the Panel, on an annual basis, on the number of complaints which have been accepted, recorded and concluded.
- 3.12. The register and records relating to complaints against the PCC will be retained until 12 months after the PCC leaves the office.
- 3.13. On receipt of a request from the IOPC for documents, information or evidence from the Panel, the DSO shall provide these to the IOPC.

### **Duty to Obtain and Preserve Evidence**

- 3.14. When a complaint comes to the attention of the Panel, it is under a duty to ensure that all appropriate steps are taken to obtain and preserve evidence in relation to the alleged misconduct, both initially and from time to time after that. Guidance issued by the IOPC should be followed: - [IOPC Guidance - Preservation of evidence](#)
- 3.15. The Panel may make formal requests or take such steps as considered expedient or necessary for obtaining and preserving evidence in relation to the alleged misconduct. This may include requests
  - To provide all information and documents specified or described in a notification given by the DSO/MO,
  - To the PCC, an employee of the PCC or any person or organisation having a current or past contractual relationship with the PCC’s Office, its predecessors or in receipt of grant from such bodies.
- 3.16. Any person given a direction by the Panel under this Procedure shall comply with it in full and co-operate with the Panel and its authorised Officers in the discharge of their statutory duties under the Regulations.



- 3.17. The Panel shall be informed of any instances where there has been complete or partial failure to comply with any request regarding evidence.

#### **4. Complaints referred to the IOPC and referred back to the Panel for Informal Resolution**

- 4.1. There are occasions when the IOPC decides that complaints that have been referred to them do not need to be processed by themselves and therefore these complaints are then passed back to the Panel to be dealt with via Informal Resolution, in accordance with section 5.

#### **5. Complaints to be dealt with by the Panel – Procedure for Informal Resolution**

- 5.1. The DSO will provide details of the complaint to the PCC and invite them to respond to the complaint. The PCC will usually be given ten working days in which to provide their response.
- 5.2. Procedures for informal resolution must not include investigation of the complaint. The panel's use of its powers to require the PCC to provide information and attend the panel to answer questions does not amount to investigation. However, any other step intended to gather information about the complaint, other than inviting the comments of the complainant and the PCC, will amount to investigation.
- 5.3. The Panel's duty is to endeavour to resolve a complaint to the satisfaction of the parties involved. For example, the PCC may agree to provide an apology and/or an explanation, or to take certain actions, or to participate in mediation to seek a resolution. (See 5.11 for further details.)
- 5.4. The MO/DSO will prepare a confidential report, setting out the pertinent details of the complaint and the PCC's response to the complaint. The report will also detail the relevant legislation, regulations, and guidance with recommendations on the next steps.
- 5.5. The MO/DSO will share a copy of the draft report with the Complainant and the PCC and offer the opportunity to comment on matters of fact within the draft report. They will also be asked to make representations as to whether the outcome of the complaint should be published. The Complainant and the PCC will usually be given at least ten working days to provide their comments/representations.
- 5.6. The MO/DSO will finalise the report, including any comments/representations received by the Complainant and/or PCC, to be presented at a meeting of the Panel.
- 5.7. The Panel will consider whether the allegation has been satisfactorily dealt with and, subject to any representations by the Complainant, may decide to treat the complaint as having been resolved. In such a case, the Panel's reasons will be recorded and notified to the parties.
- 5.8. If the Panel believes that the matter has not yet been satisfactorily dealt with, it will determine the most suitable course of action to assist informal resolution, considering any applicable guidance issued by the Home Office and the IOPC. Any such action plan will include an indicative timeframe.

- 5.9. In determining the most suitable course of action, the Panel may request that the PCC provides information or appears before the Panel to answer questions.
- 5.10. The Panel shall have regard to:
- The Oath of Acceptance of Office/Code of Ethics for Policing signed by the PCC
  - Whether the complaint discloses a specific conduct failure identifiable with the Code of Conduct of the PCC
  - Whether the complaint related to operational policing matters which the PCC has no authority over; and
  - The remedies available to it.
- 5.11. In considering an allegation, the Panel will meet in private. The Panel can take any steps that it considers appropriate to resolve the complaint provided that those steps do not amount to a sanction. Such steps may include (but are not limited to):
- Requesting the MO to write an explanatory letter to the complainant on behalf of the Panel.
  - Requesting that an officer of the OPCC write an explanatory letter to the complainant
  - Suggesting a change to an OPCC policy
  - Requesting that the PCC apologises in respect of the conduct complained of (no apology may be tendered on behalf of the PCC unless they have admitted the alleged conduct and agreed to make the apology).
- 5.12. The Panel will consider whether the outcome of the complaint should be published. The Panel shall not publish any part of any such record unless the Panel:
- Has given the complainant and PCC the opportunity to make representations in relation to the proposed publication; and
  - Having considered any such representations, is of the opinion that publication is in the public interest.
- 5.13. If, at any stage, the IOPC informs the Panel that it requires the complaint to be referred to it, or the MO determines it should be referred to the IOPC, the informal resolution process will be discontinued.

## **6. Communication about outcome of complaints**

- 6.1. A record of the outcome (decision notice) must be made as soon as practicable after the process is completed. Copies must be provided to the complainant and the person complained against. The DSO will usually aim to do this within five working days of the Panel meeting.
- 6.2. If applicable, having regard to 5.10 above, the DSO will arrange for the outcome of the complaint to be published.

## **7. Withdrawn Complaints**

- 7.1. A complainant can withdraw or discontinue their complaint at any time by notifying the Panel in writing/or by email (addressed to the DSO and signing the notification). The DSO will record in the Register that the complaint has been withdrawn or discontinued.

- 7.2. Where a complaint has been referred to the IOPC, the DSO will notify the IOPC of the complainant's notification of withdrawal/discontinuance.
- 7.3. If there was sufficient evidence to show that a criminal conduct had taken place, then the MO may decide not to treat the complaint as withdrawn, but to treat it as a Conduct Matter and refer it to the IOPC in accordance with the procedure referred to above. This decision will be made by the MO/ DSO in consultation with the Chair of the Panel.
- 7.4. The MO/DSO will notify the PCC that the complainant has withdrawn or discontinued their complaint and if it is a matter that the MO intends to refer to the IOPC as possible criminal activity.

## 8. Conduct Occurring outside England and Wales

- 8.1. The PCC has a duty to notify the Panel of any allegation, investigation, or proceedings in relation to their conduct which would otherwise be a Conduct Matter under the Regulations only by reason of the fact that the conduct in question did not occur in England or Wales.
- 8.2. Accordingly, by no later than the end of the working day following the day on which the investigation, allegation, or proceedings (as above) comes to their attention, the PCC shall notify the Panel via the DSO in writing of the matter.
- 8.3. If the Panel receives such a notification from the PCC, then they shall handle it in whatever manner (if any) that the Panel thinks fit.

## 9. Appeals

- 9.1. There is no right of appeal to informal resolution.
- 9.2. Where all other procedures have been exhausted and the complainant is still not happy about the way their complaint has been handled, they can refer the matter to The Local Government and Social Care Ombudsman. Contact details can be found at <https://www.lgo.org.uk/make-a-complaint> or by telephone contacting 0300 061 0614

## 10. Definition and Concepts

**Accountable authority:** the local authority that has legal responsibility for the Police and Crime Panel or its members. For the Panel, that is Peterborough City Council.

**Allegation:** a claim or assertion that someone has done something illegal or wrong

**Cambridgeshire Police and Crime Panel ('the Panel'):** the body constituted under the Police Reform and Social Responsibility Act 2011 to scrutinise and support the Cambridgeshire Police and Crime Commissioner and their deputy (if one is appointed).

**Complaint:** any expression of dissatisfaction about the Police and Crime Commissioner (PCC) or Deputy Police and Crime Commissioner (DPCC) that is expressed by or on behalf of a member of the public.

**Serious misconduct**– an allegation that the PCC or DPCC has conducted themselves in a way that, in the view of the IOPC, should be investigated as a criminal matter.

**Complainant:** the individual or group of individuals making a complaint, which may or may not amount to a Complaint.

**Conduct Matter** - where there is an *allegation* that the Commissioner may have done something wrong or committed a criminal offence which may come to light other than through a complaint (for example through legal proceedings or media reporting).

**Democratic Services Officer (DSO):** the officer at the accountable local authority for the Police and Crime Panel, appointed to provide democratic services to the Panel.

**Independent Office for Public Conduct (IOPC):** the body set up by government to investigate allegations of criminal activity by police officers and staff, Police and Crime Commissioners, Deputy Police and Crime Commissioners, and various other holders of public office.

**Member:** member appointed to the Cambridgeshire Police and Crime Panel.

**Misconduct:** conduct by the Commissioner or Deputy Commissioner that is incompatible with standards in public life, including all statutory requirements, the seven Nolan Principles and any other standards to which the Commissioner has voluntarily subscribed.

**Monitoring Officer (MO):** the legally qualified officer at the accountable local authority for the Police and Crime Panel, appointed to provide legal advice and direction to the Panel.

**Office of the Police and Crime Commissioner (OPCC):** the staff employed to support the Commissioner and delivery of the Police and Crime Plan.

**Recorded Complaints and Conduct Matters Register** – an electronic database which records all complaints against the Commissioner, including the date received, the complainant, a summary of the complaint, the type of complaint (e.g., conduct matter, serious complaint, and general complaint) and any intended action.



# Cambridgeshire Police and Crime Panel

## Guidance Note on the Management of Unreasonable Complainant Behaviour

### 1. Introduction

- 1.1. The Cambridgeshire Police and Crime Panel (hereafter referred to as “the Panel”) is committed to providing a high-quality service at all times to members of the public when dealing with complaints made against the Police and Crime Commissioner for Cambridgeshire (hereafter referred to as “the Commissioner”).
- 1.2. The Police Reform and Social Responsibility Act 2011 (and later regulations) set out the powers of the Panel in resolving or closing complaints made against the Commissioner. The legislation is clear that consideration of a complaint by the Panel should not amount to an investigation. As such, the Panel is limited in the steps it can take to review a complaint, and the recommendations it can make as a result.
- 1.3. It may be decided to dis-apply the informal resolution process agreed by the Panel, should the complaint fail to meet certain criteria.
- 1.4. There may be times when a member of the public may not be satisfied with the outcomes reached by the Panel. The Panel are committed to dealing with all complaints fully and in a timely manner but are mindful of the need to stay within legislation. Should any individual not be satisfied with the Panel’s conduct in relation to a complaint, an option open to them is to refer a case to the Local Government & Social Care Ombudsman.
- 1.5. Usually, complaints reviewed by the Panel are subject to a straightforward process, but in a small number of cases complainants may begin to pursue their cases in a way that can get in the way of reviewing the complaint or unfairly take officers supporting the Panel away from their other duties. Similarly, complainants who have had their complaints resolved by the Panel may continue to pursue their complaint, or request outcomes to their case that the Panel is not capable or is unwilling to grant.
- 1.6. The aim of this guidance is to let complainants know what the Panel considers to be unreasonable complainant behaviour, the options available to the Panel and the possible consequences to the individual.

- 1.7. This guidance will only be invoked after careful consideration, and in exceptional circumstances. Individuals may have justified complaints but may be pursuing them in an inappropriate way, or they may be intent on pursuing complaints which appear to have no substance, or which have already been investigated and determined.
- 1.8. Such complaints may rarely occur, but if a complainant's behaviour adversely affects our ability to do our work, or the work of any of our supporting officers, we may decide to restrict the contact that person has with the Panel.
- 1.9. If a decision is made to invoke this guidance, the individual concerned will be written to, to tell them why we believe his or her behaviour falls into that category, what action we are taking and the duration of that action.

## **2. What is meant by “unreasonable complainant behaviour”?**

- 2.1. The definition used by the Local Government & Social Care Ombudsman has been adopted. Unreasonable complainant behaviour occurs where:
  - There is repeated pursuit of a complaint which appears to have no substance, or which has been investigated and determined.
  - The contact may be amicable but still place very heavy demands on officer or Member time or may be very emotionally charged and distressing for all involved.
  - There is an escalation of behaviour which is unacceptable, for example abusive, offensive, or threatening behaviour.

## **3. Considerations to be made before taking action to restrict access**

- 3.1. The decision about whether to apply the Guidance Note on the Management of Unreasonable Complainant Behaviour is delegated to the Monitoring Officer to the Panel, in consultation with the Chair or, in their absence, the Vice Chair of the Panel. This will allow the guidance note to be applied and any restrictions put in place in a shorter timeframe, given the impact unreasonable behaviour may have on both Member and officer time.
- 3.2. Delegation of this power to the Monitoring Officer does not preclude a meeting of the Panel being called to determine a decision in respect of unreasonable complainant behaviour should it be deemed necessary by the Monitoring Officer.
- 3.3. All complainants have the right to have their complaint considered at an initial stage. The Chair of the Panel, Monitoring Officer (MO) and Democratic Services Officer (DSO) will ensure that the complaints procedure is exhausted – ended at a point that is appropriate to each case – and the complainant notified of the conclusion.
- 3.4. The Chair, MO and DSO will consider and ensure they understand a complainant's circumstances, how and why they feel as they do and what it is that would resolve the matter for them. The Chair, MO and DSO must be sure that the complainant

has been given the appropriate opportunity to express their views and opinions, and that they have been listened to. The Chair, MO and DSO must also give appropriate thought and effort to resolving and explaining to the complainant their conclusion and actions (if any).

- 3.5. Before deciding whether the guidance should be applied, the Chair, with the MO and DSO, will consider and satisfy itself that:
- The complaint is being or has been reviewed properly, and any decision reached has been found to be appropriate based on the information presented to the Panel at the time.
  - Communications with the complainant have been adequate and within the Panel's policies.
  - Any decision reached has been reviewed and is found to be appropriate.
  - The complainant is not providing any significant additional information that might change the Panel's conclusion about the complaint.
  - There is not another, more specific path for the complainant to follow e.g., an appeal process to be followed, when they are complaining about a decision taken.
- 3.6. Some individuals that may be considered to be unreasonable complainants may be behaving this way because of a specific circumstance or difficulty. The DSO and MO will identify any mitigating circumstances and include this in the report. Where this is indicated, this will be taken into account in determining the reasonableness of the complaint made.
- 3.7. Any restrictive actions will be tailored to the circumstances and behaviour of the individual and their complaint.

## **4. Possible Actions**

- 4.1. Actions that could be taken to restrict access and contact:
- Restricting telephone calls to specified days/times/duration (for example, one call on one specified morning/afternoon of any week);
  - Limiting the complainant to one medium of contact (telephone, letter, email etc.) and/or requiring the complainant to communicate only with one named member of staff. Any emails will be forwarded to that person to respond to;
  - Onsetting an upper limit on the total amount of time the Panel and their officers will spend reviewing their complaints;
  - Letting the complainant know that the Panel will not reply to or acknowledge any further contact from them on the specific topic of that complaint;
  - Refusing to register and process further complaints about the same matter.

## **5. Process for the application of the Guidance Note on the management of unreasonable complainant behaviour**

## **First Stage – Notification/Warning**

- 5.1. The Monitoring Officer and Democratic Services Officer will review, in consultation with the Chair or, in their absence, the Vice Chair of the Panel, why the complainant's behaviour is causing a concern. They will provide the Chair or Vice Chair documented evidence of the behaviour, and how it needs to change to no longer to be deemed unreasonable.
- 5.2. The Monitoring Officer will write to the complainant explaining to them the actions that may be taken if their behaviour does not change, along with a copy of this guidance.

## **Second Stage – Application**

- 5.3. Should the complainant continue to demonstrate unreasonable behaviour, following receipt of the notification, the Monitoring Officer, in consultation with the Chair or Vice Chair, will determine what further actions will be taken.
- 5.4. If the Monitoring Officer determines to apply the Guidance Note on the management of unreasonable complainant behaviour, they will write to the complainant explaining to them the actions to be taken. All letters will include:
  - Why this decision has been reached;
  - What specific action is being taken;
  - The duration of that action;
  - The date the decision will be reviewed;
  - The circumstances that the decision could be reviewed in advance of that date (e.g., new relevant information);
  - The right of the complainant to contact the Local Government and Social Care Ombudsman (LGSCO) about the fact that they have been treated as unreasonable.
- 5.5. Any decision taken to apply this guidance note will be formally reported to the Panel at the next appropriate ordinary Panel Meeting following the date of the determination.
- 5.6. A log of the decision made and records of all contacts with the complainant will be kept. This information will be treated as confidential and only shared with those who may be affected by the decision in order them to carry out their role at work
- 5.7. Key information to be recorded includes:
  - When a decision is taken not to apply the guidance, or
  - When a decision is taken to make an exception to the guidance once it has been applied, or
  - When a decision is taken not to put a further complaint from the complainant through the complaints procedure for any reason, and
  - When a decision is taken not to respond to further correspondence, unless and until they provide significant new information.



5.8. Any further contact from the complainant, for example on a new issue, will be treated on its merits.

## **6. Who will be informed about restrictions?**

6.1. All officers and Members who have experienced unreasonable complainant behaviour relating to the specific complaint will be informed of the decision to impose contact restrictions.

## **7. Reviewing the decision to restrict access**

7.1. When the review date is reached any restrictions will be lifted unless there are good grounds to extend the restriction and set a new review date.

7.2. The Panel's Monitoring Officer, in conjunction with the Chair and Vice-Chair, will review the restriction at the agreed time. If the decision is made to lift the restriction the complainant will be informed of that decision. If the restriction is to continue, the reasons for the continuation of the restriction will be given to the complainant along with the next review date.

## **8. Referring complainants to the Local Government and Social Care Ombudsmen (LGSCO)**

8.1. A complainant who is not satisfied with the determinations of the Panel or its Monitoring Officer may make a complaint to the [LGSCO](#). Should they determine that the referral of a complaint warrants further consideration, they will review the process followed by the Panel or its Monitoring Officer in reaching any such conclusion.

## **9. Harassment and bullying**

9.1. Unreasonable complainant behaviour may amount to bullying or harassment. All Panel members and officers have the right to be treated with respect and dignity in the workplace. Behaviour by third parties that bullies, harasses, or intimidates individuals is unacceptable and will not be tolerated. The Panel will take all reasonable steps to prevent such behaviour.

## **10. Contact information**

10.1. For more help or information, please contact us via [democratic.services@peterborough.gov.uk](mailto:democratic.services@peterborough.gov.uk)

10.2. More information on complaints can be found at “insertion of link”

**CAMBRIDGESHIRE POLICE AND CRIME PANEL  
COMPLAINT FORM**

Complaint about Cambridgeshire Police and Crime Commissioner or Deputy Police and Crime Commissioner

**Your Details**

1. Please provide us with your name and contact details

**Full Name (including title):** .....

**Address:** .....

.....

**Preferred contact number:** .....

**Alternative contact number:** .....

**Email address:** .....

**Data Protection – Personal Details**

2. The Cambridgeshire Police and Crime Panel (“The Panel”) will ensure that any personal or sensitive information given to them will be treated in the strictest confidence. The Panel will always abide by the Data Protection Act 1998 and its eight principles and will not keep your information longer than necessary. Please read the following statement carefully as it tells you what we are going to do with your information: We will only share your personal information when we are permitted to or are required to by law, or we have your consent to do so as required by the Data Protection Act. Your address and contact details will not usually be released unless necessary to enable us to manage your complaint. However, we will tell the following people that you have made this complaint:

- The person you are complaining about, including any delegated officer acting on their behalf
- The delegated officer acting on behalf of the Police and Crime Panel
- The Democratic Services Officer to the Police and Crime Panel
- Members of the Cambridgeshire Police and Crime Panel, when needed

We will tell them your name and give them a copy of your complaint. If you have serious concerns about your name and or details of your complaint being released, you can request to have your identity kept confidential.

Please be aware that the Panel are required, under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, to refer your complaint to the Independent Police Complaints Commission (IOPC) if upon receipt of your complaint, or during the informal resolution, information is received which indicates the commission of a criminal offence, or if otherwise requested by the IOPC.

### **Making Your Complaint**

3. Your complaint will initially be considered, usually within seven working days, by the Senior Democratic Services Officer (Police and Crime) and Monitoring Officer to the Police and Crime Panel.

Where your complaint alleges potential criminal conduct of the Commissioner/Deputy, your complaint will be referred to the IOPC.

Where your complaint relates to the general conduct of the Commissioner or Deputy, the Senior Democratic Services Officer (Police and Crime) will prepare a report for the Police and Crime Panel in accordance with the complaint procedure.

You will be kept informed as your complaint goes through each stage of the complaints procedure.

4. Please explain in this Section (or on separate sheets) whether the complaint relates to the Commissioner or the Deputy Commissioner and details of your complaint.

It is important that you provide all the information you wish to have considered so we can decide if any action can be taken.

- You should be specific, wherever possible, and include details about exactly what you are alleging the office holder said or did. For instance, instead of writing that you were insulted, you should state what it was they said.
- You should provide the dates of the alleged incidents wherever possible. If you cannot provide exact dates, it is important to give a general timeframe.
- You should explain whether there are any witnesses to the alleged conduct and provide their names and contact details if possible.
- You should provide any relevant background information

Please provide us with the details of your complaint – you can continue on a separate sheet if there is not enough space on this form.

**Request to withhold Identity**

5. In the interests of fairness and natural justice, office holders who are complained about are usually told who has made the complaint. They are also provided with a summary of the complaint and then further details of it, if there is a decision to investigate it or take other action on it. We do not usually withhold your identity, or a summary of the details of your complaint, unless you have requested this and have explained the reasons why we should do so.

If you think you have such reasons and want us to consider withholding your identity and/or any details of your complaint, either altogether or for some period of time, you must indicate this at the submission of your complaint (Section 7). You must also attach to this form a separate sheet which fully explains what information you want withheld and your reasons for your request.

If you do request confidentiality, we will usually allow you the option of withdrawing your complaint if we do not consider there are grounds for withholding your identity. It is important to understand that in certain exceptional circumstances, where the matter complained about is very serious, we may still proceed with an investigation or other action and this may necessitate disclosure of your name at some stage, but every effort will be made to avoid this.

**Additional Help**

6. Complaints must be submitted in writing which includes email submissions. Should you require assistance with accessing this form, we can make reasonable adjustments to assist you if you have a disability that prevents you from making your complaint in writing or provide the form in an alternative language if required.

If you need any support completing this form, please let us know as soon as possible. You should initially contact the Senior Democratic Services Officer (Police and Crime) and Monitoring Officer to the Panel (whose contact details are given below) who will try to arrange appropriate assistance for you.

### **Submission of Complaint**

7. **(Delete as appropriate)**

By signing below, I consent to my complaint being considered and presented to those parties identified in paragraph 2 of this form.

**OR**

By signing below, I consent to my complaint being considered but I object to my details being provided to those listed in Section 2 of this form. I have provided full reasons to why I wish my identity to be withheld as required by Section 5 of this form. I understand that my identity will be kept confidential until such time my request has been considered by the Senior Democratic Services Officer (Police and Crime) and Monitoring Officer to the Panel. I understand that I will have the opportunity to withdraw my complaint if it is decided that my identity will be disclosed.

Signed .....

Dated.....

This form once completed should be sent, along with any supporting documents to:

The Senior Democratic Services Officer and Monitoring Officer to the Police and Crime Panel

Peterborough City Council

Town Hall

Bridge Street

Peterborough

Cambs PE1 1HF

Email [democratic.services@peterbough.gov.uk](mailto:democratic.services@peterbough.gov.uk)

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# CAMBRIDGESHIRE POLICE & CRIME PANEL

## QUICK GUIDE TO COMPLAINTS

**Want to know about how to be able to submit a complaint about the Cambridgeshire Police and Crime Commissioner or the Deputy Police and Crime Commissioner?**



This quick guide explains what the Police and Crime Panel does, how to complain and what you can expect if you do.

You have a right to complain if you're not happy with the conduct of the Police and Crime Commissioner.

If you have a problem or are unhappy about something that happened to you which involved the Commissioner/Deputy, it can usually be sorted out by

speaking to the Commissioner's Office. But if they cannot put things right for you, then you can make a complaint.

Download a copy of the [Panel's complaints policy](#) and flow chart [here](#) for further information.

### What do I need to know about making a complaint

The Panel deals with complaints regarding non-criminal behaviour.

Criminal complaints about the Commissioner are dealt with by the [Independent Office for Public Conduct](#) (IOPC).



- The Panel can only resolve a complaint through mediating an informal resolution, this means resolving the complaint to the satisfaction of both parties involved via a letter of explanation, an apology or a change in policy.
- The Panel *cannot* investigate the complaint or take disciplinary action.

# CAMBRIDGESHIRE POLICE & CRIME PANEL

## QUICK GUIDE TO COMPLAINTS

### How can I complain about the Police and Crime Commissioner?



You can fill in [our online form](#) and send it to [democratic.services@peterborough.gov.uk](mailto:democratic.services@peterborough.gov.uk).

You can contact the Senior Democratic Services Officer (Police and Crime) directly (go to the relevant website for more information).

### What are the possible outcomes?



- The Panel may give you an explanation for what happened.
- The Commissioner/Deputy may give you an explanation.
- The Commissioner/Deputy may provide you with an apology.
- The Commissioner/Deputy could be given training and development.
- The Office of the Police and Crime Commissioner (OPCC) may change their policy (rules) or procedures (the way they do things).

### What can I expect if I complain?



- The Senior Democratic Services Officer (Police and Crime) will contact you within five working days of receiving your complaint.
- You can expect to be listened to and treated fairly.
- You will be kept updated about the progress of your complaint.
- When your complaint is finalised, you will be contacted about the outcome and any action that will be taken as a result.

If you're unsure about anything, you can contact the Senior Democratic Services Officer (Police and Crime) by phone on 07983 322628 or email [democratic.services@peterborough.gov.uk](mailto:democratic.services@peterborough.gov.uk).

# CAMBRIDGESHIRE POLICE & CRIME PANEL (CPCP) FLOWCHART OUTLINING THE COMPLAINTS PROCESS

## WHERE TO SEND YOUR COMPLAINT

All complaints relating to the Cambridgeshire Police and Crime Commissioner and Deputy Police and Crime Commissioner should be sent to the Clerk/Monitoring Officer to the CPCP at Peterborough City Council.

([democratic.services@peterborough.gov.uk](mailto:democratic.services@peterborough.gov.uk))

## TYPES OF COMPLAINTS

### General Complaint

A complaint, which relates to the Commissioner or Deputy that is not a conduct matter or serious complaint that has been referred by the IOPC.

### Serious Complaint

A complaint which constitutes or involves (or appears to) the commission of a criminal offence by the Commissioner or Deputy has committed a criminal offence.

### Conduct Matter

A complaint where there is an indication that the Commissioner or Deputy may have committed a criminal offence which has come to light other than through a complaint.

A general complaint will be referred to the Panel and entered in the Recorded Complaints and Conduct Matters Register. A Complaints Sub Committee will meet to follow the procedure for informal resolution.

A complaint considered to be a serious complaint will be referred to the Independent Office of Police Conduct (IOPC) for consideration (within set timescales) and entered in the Recorded Complaints and Conduct Matters Register. The complainant will be notified of this action.

A complaint considered to be a conduct matter will be referred to the Independent Office of Police Conduct (IOPC) for consideration (within set timescales) and entered in the Recorded Complaints and Conduct Matters Register. The complainant will be notified of this action.

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**AGENDA ITEM 12**

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

<b>DATES</b>	<b>ITEMS</b>
<b>1 FEBRUARY 2023</b> <b>1:30pm</b> <b>Venue TBC</b> <b>Peterborough</b>	<b>Public Questions</b> <b>Review of Complaints</b> <b>Precept Report 2023/2024</b> (full meeting – given importance) <b>OPCC – Forward Plan</b>
<b>15 FEBRUARY 2023</b> <b>1:30pm</b> <b>Venue TBC</b> <b>Peterborough</b>	<b>If needed (Veto)</b>
<b>15 MARCH 2023</b> <b>1:30pm</b> <b>Venue TBC</b> <b>Peterborough</b>	<b>Public Questions</b> <b>Review of Complaints</b> <b>OPCC – Forward Plan</b>
<b>DATES 2023-24</b>  <b>19<sup>th</sup> JULY 2023</b> <b>13<sup>th</sup> SEPTEMBER 2023</b> <b>29<sup>th</sup> NOVEMBER 2023</b> <b>31<sup>st</sup> JANUARY 2024</b> <b>13<sup>th</sup> MARCH 2024</b>	

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