

## CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 15 MARCH 2023, 1.30 PM

Bourges/Viersen Room - Town Hall

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

### AGENDA

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| 1.  | Apologies for Absence   |         |
| 2.  | Declarations of Interest  |         |
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| 4.  | Review Actions and Recommendations from the previous meeting  | 11 - 12 |
| 5.  | Public Questions and Statements   |         |
|     | Questions must be received in writing before 12 noon on Friday 10 March 2023 to be guaranteed acceptance in accordance with the Rules of Procedure. |         |
| 6.  | Approach to Communications and Engagement - OPCC  | 13 - 22 |
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| 8.  | Trust in Policing - Culture Statement - OPCC  | 29 - 58 |
| 9.  | Forward Plan (Final Year) - OPCC  | 59 - 78 |
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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, C Hogg, S Count, SA Hart, A Gilderdale, M Beuttell, D Jones

## Independent Co-opted Members

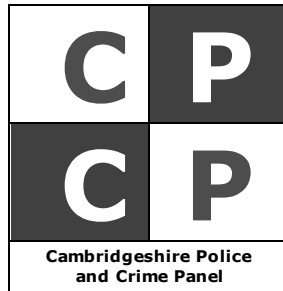
Edward Leigh (Chairperson)  
Claire George

## Substitutes

Councillors: Councillors: J Huffer, M Goldsack, G Wilson, T Sanderson, N Moyo, 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 1 FEBRUARY 2023**

**Members Present:** Edward Leigh (Chair), Claire George (Vice-Chair), Councillors A Bradnam, C Hogg, A Sharp, D Jones, M Beuttell, S Ferguson, SA Hart, S Warren, and Count

**Officers Present:**

Jane Webb	Senior Democratic Services Officer, Police and Crime, Peterborough City Council
Rochelle Tapping	Monitoring Officer, Peterborough City Council
Charlotte Cameron	Democratic Services Officer, Peterborough City Council

**Others Present:**

Darryl Preston	Cambridgeshire Police and Crime Commissioner
Jim Haylett	Chief Executive OPCC
Matthew Warren	Chief Finance Officer OPCC
Nick Dean	Chief Constable, Cambridgeshire Constabulary
Jon Lee	Chief Finance Officer, Cambridgeshire Constabulary

**40. Apologies for Absence**

Apologies were received from Councillors Gilderdale and Tierney.

**41. Declarations of Interest**

No declarations of interest were declared.

**42. Minutes of the Meeting held on 23 November 2022**

Minutes of the meeting held on 20 July 2022 were agreed as an accurate record subject to the following amendments:

Paragraph 25, first line – deletion of the words “that it was”

Paragraph 31, section (d), lines 4 and 5 - the word “depravation” to be amended to “deprivation”.

**43. Review Actions and Recommendations from the previous meeting**

The Commissioner addressed points/questions raised at the previous meeting:

*Solar energy at Milton Park & Ride Site/New Police Build* – This was actively being looked at with local partners.

*Safer Streets Funding regarding cameras and domestic burglaries* – Too early for any statistics but cameras were preventative and domestic burglary within Cambridgeshire had reduced significantly.

*Video doorbells* – The Commissioner met with Councillor Tierney and provided an update.

*Community Members* – Community concerns were now able to be reported via a link which should have been circulated to all Members

*Wet Film Processing in Speed Cameras* – As of three years ago, cameras were now digital.

*Community Safety Partnerships* – Local Authorities hold CSPs (Community Safety Partnerships) to account and there was some great work being done by some of the CSPs to keep communities safe.

#### 44. **Public Questions/Statements**

There had been one late submission received but the author did not finalise the process in time for the statement to be submitted. The author did not attend the meeting.

#### 45. **Precept Report 2023/24**

The Panel received a report on the proposed policing precept element of the Council Tax precept for 2023/24. The Panel were recommended to review and make a report or recommendation on the proposed precept.

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

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

1. Edward Leigh thanked the Commissioner and his staff for the pre-brief, presentation, and detailed, comprehensive report for the panel.
2. Councillor Ferguson stated there had been a 60% decrease in survey responses this year; what had gone wrong? The Commissioner stated that the survey did not go wrong but that everyone had struggled with surveys this year. The survey had changed, it had asked for feedback, and this may have put residents off from completing the survey.
3. Councillor Bradnam asked what the consequences would be if the Commissioner did not receive the proposed precept and asked how many officers were currently in the force and what the Commissioner was doing to retain these officers. The Commissioner reiterated that Police officers would not be lost therefore it would be support staff who were integral to the frontline service delivery of the police. The Chief Constable stated the force was currently 33 short of the target of 1732 officers. Investment had been made into the retention of new officers by the development and implementation of two Continuous Professional Development Units (CPDUs), one in Parkside and another in Thorpe Wood. These units were led by experienced staff (Inspector, two Sergeants, coaches, and HR (Human Resources) professionals), who worked alongside the officers' shifts. The CPDUs also had Detective Sergeants and Detective Constables who mentored the detective officer input. Considerable investment had gone into developing the Positive Action Team and a

technological onboarding app to attract officers and maintain their interest with the force as they moved through the selection process.

4. Councillor Bradnam stated that the new recruits were of an average age of 25/26 and faced situations that could have an effect on their mental health; what was the Chief Constable doing to ensure the recruits were sufficiently supported. The Chief Constable stated that the CPDUs contained a Wellbeing connection; the app and link on each officers' desktop allowed access to advice from financial to emotional support. There were also Wellbeing Champions available, a People and Professional Department, a number of employment-assisted schemes, a chaplaincy support network. The Chief Constable also stated that every officer that was assaulted, which unfortunately was every day, the Chief Constable personally contacted and spoke to.
5. Councillor Hogg asked the Commissioner if his current Deputy gave value for money and had the Commissioner passed on any elements of his role onto the Deputy. The Commissioner stated the Deputy was a part time role and assured the Panel that the Deputy did what was asked of him. The Commissioner stated he had made it clear from the beginning that he would not be giving specific legislative designated responsibilities to his deputy. The current Deputy stood in and contributed to a number of strategic meetings, including the Combined Authority and was active in local community groups within Peterborough and Cambridgeshire. The Commissioner stated he was happy to bring back more information in the future.
6. Councillor Sharp thanked the Commissioner's office for the comprehensive report and asked the Commissioner if he was satisfied that officers had appropriate accommodation in the northern part of the county. Councillor Sharp also asked that with the future pressures on the budget, how confident was the Commissioner that he could achieve a balanced budget. Jon Lee responded stating that since Covid, Copse Court had been purchased, modernised, and served the northern area alongside Thorpe Wood and Huntingdon. Jon Lee explained that after the operational costs of the current schemes had been incurred and each project realised then the capital spending needed to be kept under review.
7. Councillor Jones questioned the perception of policing. The Chief Constable explained that the Estates Strategy had been refreshed, alongside a new Agile Strategy and the Engagement Strategy. The force was at the forefront of the Serious and Organised Crime Strategy around the Clear Hold and Build Strategy which was implemented in Peterborough. Policing was unique in that call taking was still held within the county but there was some necessary upgraded technology that was needed before 2024.
8. Edward Leigh asked for clarification on which calls would be routed out of the county. The Chief Constable explained that overflow 999 calls from other counties were routed into the Cambridgeshire control room, which added pressure. The Chief Constable could not recall when a 999 call had been routed out of Cambridgeshire into another county. 101 were held within the county and not routed therefore everything remained within the county.
9. Councillor Hart thanked the Commissioner for his comprehensive report and asked what areas of need would prove difficult to respond to even if the precept was agreed. The Commissioner stated that Violence Against Women and Girls (VAWG) was a national priority. The Chief Constable explained there was a Deputy Chief Constable responsible for the national strategy of VAWG, Cambridgeshire force was well engaged with the national scene and the HMIC Inspection rated this particular strand as good. Cambridgeshire also had a sound multi agency safeguarding hub and worked well with partners around the safeguarding of individuals. The OPCC had brought in a considerable amount of money under the Safer Streets scheme, which aligned to VAWG.
10. Councillor Hart asked about the mental health needs across the county and how police responded when called to those types of incidents. The Chief Constable stated that a national piece of work had been carried out on the demand placed on police, and this had

shown that the number of incidents with a reference to mental health, had not increased, but the time taken to respond to these incidents had increased, as it was the handover time to the health service that had taken up police time. The police work well with the health service, there was now a mental health car, which consisted of a police officer and a mental health professional, which toured the county and responded to incidents of mental health which reduced the time that police officers spent on these incidents. The Chief Constable stated there would be consequences on both the police and health services, if the local authorities split both children's services and adult services, presently there was a coordinated single approach but going forward there would be further pressures and discussions needed to happen as a statutory partner across children's services.

11. Councillor Hogg asked the Commissioner if the Charity Embrace still had the lease on Copse Court. The Commissioner explained that Embrace leased rooms at Copse Court, which was ideal as it meant they worked closely with the child protection team and victims' hub.
12. Councillor Hogg stated that the recent change to home working had decreased sickness, increased productivity, and asked if the police had investigated this regarding call handling to maximise work output. The Commissioner explained that how the Demand Hub was operational and therefore a responsibility of the Chief Constable and added that call handlers for the police did more than just 'handle' calls, they undertook significant training and had as much knowledge as a police officer. The Chief Constable explained that the role of the call handlers covered many disciplines, and he had a duty of care to them; he also explained that the current technology did not allow for the role to be undertaken remotely but the new telephony system due to be introduced, included an agile stream that would allow for home working. The Chief Constable thanked those that worked in the Demand Hub, as they had consistently gone into the office throughout the pandemic, dealing with some stressful situations.
13. Councillor Bradnam asked whether the single online home was a website or the demand hub. The Chief Constable explained that it was a website that gave a single point of entry to your own police force which had produced some savings, was effective and was a very good system.
14. Councillor Bradnam asked the Commissioner if he had an update on the central government funding of Domestic Homicide Reviews. The Commissioner stated the national review was still ongoing, but he would find out when it was due to end.
15. Councillor Count stated that it would cost Cambridgeshire County Council an extra £8.5m to separate adult and children's services from Peterborough City Council and asked the Chief Constable if discussions had taken place about how this would impact the police. Councillor Count added that at Cambridgeshire County Council, the mental health service was understaffed due to the inability to fill vacancies and in the new budget a £150,000 block had been put on these vacancies, therefore they would remain understaffed, he asked if these discussions/impacts had taken place with the constabulary. The Commissioner stated that no one had approached him directly about the issue although he was aware of it. He added, previously when the service had been split between the county and unitary authority, the same meeting was attended twice; for partners (police, probation, and fire) this had a significant impact. The Commissioner explained that it was statutory responsibility for all partners to consider crime and disorder in their decision making. The Chief Constable added he had been informed of the split, not consulted, the police had raised their concerns, but the inevitable split was to happen anyway. He was concerned the police were a statutory partner with one safeguarding board, one MASH (Multi Agency Safeguarding Hub) with single point of contact, now splitting into two.
16. Councillor Hogg added that Peterborough councillors had received an email from their Chief Executive, on Monday 30 January, outlining that this was going out to consultation, and he

was happy to discuss with the Chief Executive if this consultation was to include the constabulary.

17. Councillor Count referred to the report regarding 80% of police work was not crime related and asked therefore what areas they related to. The Chief Constable stated these were concerns for safety that did not reach the threshold of crime. Edward Leigh stated the Panel needed to have a clearer understanding of the proportion of calls that should fall to other agencies to show the areas where the police were 'stepping' in to fill the gaps.
18. Councillor Count also queried the full time equivalent and part time figures. The Chief Constable assured the panel that the police had policies around flexible and agile working, parental and dependency leave. The influx of new recruits would have swayed the percentage towards full time, as they would all be full time officers, but he would look into the numbers of full time equivalent to head count.
19. Councillor Jones asked the Commissioner about his thoughts around the report stating that officer pay, and allowances would not increase by much given the rate of inflation. The Commissioner stated the pay assumption was not realistic, but this was within the government's spending review which dictated the grants allocated to the constabulary. The Panel should be assured that the Chief Constable was aware of future spending and would ensure that provision was allocated but this was a worry and a concern on the budget.
20. Councillor Hogg asked that if the loss of £300,000 from council collections was improving or increasing. The Commissioner stated he presumed, with the cost-of-living crisis, that this was a situation that would get worse. Jon Lee explained £200,000 surplus had been forecasted but this had swung to a £300,000 deficit, the funding section of the report showed additional local council tax support grant received on the back of covid, which underpinned the deficit whilst it recovered. The economic climate did elevate the risk for future years around ongoing deficits.
21. Edward Leigh stated it would be useful for the Panel to understand what further collaborations the police envisaged in the next financial year as this could potentially be a source of future savings.
22. Edward Leigh stated that in a high inflation environment where the value of money was decreased and the interest rate was below the rate of inflation, money lost its value whilst sat in an account, therefore it was better to borrow and spend now rather than save and spend later, particular with construction inflation.
23. Edward Leigh stated that the central government grant and the formula used was repeatedly under discussion and the constabulary were clearly seeking a fairer formula for the region. There were many aspects of Cambridgeshire that were unique, particularly Cambridge with the biomedical campus, the high employment led growth which drove a demand for housing. There was a large homelessness problem and a large student population which created different demands. Edward Leigh asked if there was anything the Panel could do to reinforce the Commissioner's appeal to government for a fairer funding formula.
24. Edward Leigh concluded that as the precept increase could not be deferred and the medium term forecast for the budget showed a large deficit, even for the next year and growing in subsequent years meant the challenges faced in balancing the budget in future years was already severe enough for it to be impossible for the Panel to do anything other than to support the Commissioner's request for the full precept this year in order that the situation did not worsen in the future.

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

*The Panel made a recommendation for the Commissioner to report back to the Panel on the discussions and consultation the Commissioner had been involved in regarding the future of adult and children's social care services and the impact any changes may have on policing.*

(At this point, the Police and Crime Commissioner and his staff left the meeting.)

#### 46. Meeting Dates and Agenda Plan

<b>DATES</b>	<b>ITEMS</b>
<b>15 MARCH 2023</b> <b>1:30pm</b> <b>Bourges/Viersen Rooms</b> <b>Town Hall</b> <b>Peterborough</b>	<b>Public Questions</b> <b>Approach to Comms &amp; Engagement</b> <b>Putting Communities First (Ensuring local concerns are addressed)</b> <b>Trust in Policing – Culture Statement</b> <b>OPCC – Forward Plan (Final Year)</b> <b>Meeting Dates and Agenda Plan</b>
<b>19 JULY 2023 - AGM</b> <b>1:30pm</b> <b>Bourges/Viersen Rooms</b> <b>Town Hall</b> <b>Peterborough</b>	<b>Public Questions</b>  <b>Review of Complaints</b>  <b>Police and Crime Commissioner's Annual Report</b>  <b>Integrity in Policing</b>  <b>Rules of Procedure/Panel Arrangements</b>  <b>Cambridgeshire Police and Crime Panel Annual Report</b> <b>Administration Costs &amp; Member Expenses</b>  <b>Meeting Dates and Agenda Plan</b>
<b>13 SEPTEMBER 2023</b> <b>1:30pm</b> <b>Civic Suite</b> <b>Huntingdonshire District Council</b>  <b>Huntingdon</b>	<b>Public Questions</b>  <b>Serious Violence Strategy</b>  <b>Harm to Hope Drug Strategy</b>  <b>High Harms Board</b>  <b>Meeting Dates and Agenda Plan</b>
<b>29 NOVEMBER 2023</b> <b>1:30pm</b>  <b>Civic Suite</b>	<b>Public Questions</b>  <b>Commissioning and Grants</b>  <b>OPCC – Forward Plan</b>

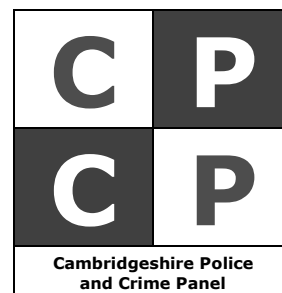


Huntingdonshire District Council  Huntingdon	Meeting Dates and Agenda Plan
31 JANUARY 2024  1:30pm  Civic Suite Huntingdonshire District Council  Huntingdon	Public Questions  Precept Report 2024/2025 (full meeting – given importance) OPCC – Forward Plan  Meeting Dates and Agenda Plan
14 FEBRUARY 2024  1:30pm  TBC	If needed (Veto)
13 MARCH 2024  1:30pm  TBC	Public Questions  Meeting Dates and Agenda Plan

The meeting began at 1:30pm and ended at 3:50pm  
CHAIRPERSON

ITEM	ACTION
1. Precept Report 2023/24	The Panel unanimously <b>AGREED</b> to <b>NOT</b> exercise its veto power over the precept increase proposed by the Commissioner.  <i>The Panel made a recommendation for the Commissioner to report back to the Panel on the discussions and consultation the Commissioner had been involved in regarding the future of adult and children's social care services and the impact any changes may have on policing.</i>
2. Meeting Dates and Agenda Plan	The Panel <b>NOTED</b> the forthcoming meeting dates and added <b>Trust in Policing – Culture Statement</b> to the March agenda.





## REPORT OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL

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### RECOMMENDATION FOLLOWING CONSIDERATION OF THE REPORT FROM THE POLICE AND CRIME COMMISSIONER ON THE PRECEPT 2023/24

**Date of Notification:** 23 January 2023

**Date of Panel Meeting:** 1 February 2023

**Date of Report:** 2 February 2023

#### **Guidance**

This report provides the recommendation(s) made by the Cambridgeshire Police and Crime Panel in accordance with Part 3 of Schedule 5 of the Police Reform and Social Responsibility Act 2011. Its purpose is to outline the Panel's recommendations following its review of the proposed precept to be issued for 2023/24.

#### **Panel Meeting**

On 1 February 2023, the Cambridgeshire Police and Crime Panel reviewed the proposed precept for 2023/24.

#### **Decision**

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

#### **Terms of Reference**

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

Signed ..... *Edward Leigh*

Date...2 February 2023

Chair of the Cambridgeshire Police and Crime Panel

Edward Leigh  
Cambridgeshire Police and Crime Panel  
c/o Jane Webb  
Panel Secretariat  
Peterborough City Council  
**By Email:** [jane.webb@peterborough.gov.uk](mailto:jane.webb@peterborough.gov.uk)

3 February 2023

Dear Edward

I refer to the Cambridgeshire Police and Crime Panel's (the "Panel") report dated 2 February 2023 entitled "Recommendation following consideration of the report from the Police and Crime Commissioner on the precept 2023/24".

As the Panel will be aware, under the Police Reform and Social Responsibility Act 2022 (the "Act") I have a statutory duty to respond to the Panel's recommendations. Therefore, this letter acts as my formal response in accordance with Schedule 5(5) of the Act in respect of the Panel's recommendation report on the precept.

I note that the Panel unanimously agreed not to exercise its veto power over the precept increase I proposed.

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

Yours sincerely



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

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 6</b>
<b>15<sup>th</sup> March 2023</b>	<b>Public Report</b>

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

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

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

<b>1.</b>	<b>PURPOSE</b>
1.1	The purpose of this report is to share with the Cambridgeshire Police and Crime Panel (the “Panel”) details of the Police and Crime Commissioner’s (the “Commissioner”) approach to communications and engagement.
<b>2.</b>	<b>RECOMMENDATION</b>
2.1	The Panel is recommended to note the contents of this report.
<b>3.</b>	<b>TERMS OF REFERENCE</b>
3.1	Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.  Item 8 – To support the effective exercise of the functions of the Police and Crime Commissioner.
<b>4.</b>	<b>BACKGROUND &amp; LEGISLATION</b>
4.1	The Commissioner is required to produce a Police and Crime Plan (“the Plan”) which sets out how he will deliver against his statutory role set out in the Police Reform and Social Responsibility Act 2011 (the “Act”) and the responsibility to engage with local communities.
4.2	The Plan sets a number of objectives which enable him to deliver his statutory role in a way which reflects the local landscape and the views of the people who live and work in the county.
4.3	The <b>Police Reform and Social Responsibility Act 2011</b> , supported by other legislation, places statutory duties on PCCs to: <ul style="list-style-type: none"> <li>• Obtain the views of local people on policing and have regard to those views.</li> <li>• Make arrangements for engaging with local people in setting police and crime objectives.</li> <li>• Obtain the views of local people and Council Taxpayers on budget and precept proposals.</li> <li>• Obtain the views of victims of crime about matters concerning local policing.</li> <li>• Engage the public on their budget proposals on an annual basis (PCCs have flexibility as to the precise method by which public views are sought, as these are not prescribed).</li> </ul>

	<ul style="list-style-type: none"> <li>• Publish specified information including details about the PCC and their team – inc. force performance and that of the Chief Constable, financial info, detail about grants, info about properties, assets and liabilities and decisions and policies.</li> <li>• Provide Police and Crime Panel members with the information they need to carry out their function – as well as publishing an Annual Report which must be presented to the PCP at a public meeting. [PRERA, Ss11-14; and Schedule 11].</li> </ul>
<b>5.</b>	<b>THE APPROACH</b>
<b>5.1</b>	<p>In Cambridgeshire and Peterborough, engagement activity is a key part of the Commissioner’s business. It is aligned to the delivery of the five key strands of the Police and Crime Plan and is managed through a number of traditional and digital methods, listed below <b>(5.3)</b>.</p> <p>The team adopt a ‘virtuous circle’ approach to delivery – starting with listening and recognising local issues through direct correspondence, emerging trends and engagement opportunities. Concerns are then followed up with a response to those affected. Every effort is made to respond in the most appropriate and effective way possible whether via face-to-face meetings, public events or via a wider press release.</p> <p>An example of this direct approach is the way in which the Commissioner responded to concerns about anti-social behaviour in Cambridge City. Following concern that outdoor group activities for young people could not go ahead safely in the darker evenings in the city centre, the Community Safety Partnership was encouraged to apply for funding from the Commissioner’s Youth Fund. This resulted in the provision of portable outdoor lights which enabled events to go ahead.</p> <p>An example of where we work with partners to address concerns is a face-to-face event organised by the team in November 2022 to listen to concerns about the impact of hare coursing and poaching on local farmers, as well as other crimes. A ‘Rural Crime’ Round Table event was held in partnership with the Constabulary’s Rural Crime Action Team, National Farmers Union and Cambridgeshire Countryside Watch to listen to concerns and help reassure communities that these issues are being tackled. Afterwards any operational concerns were immediately relayed to the Chief Constable who has since met with representatives of the National Farmers Union.</p>
<b>5.2</b>	<p>Communications is delivered in a different way from engagement, i.e. for “communications” the team adopt methods to proactively push information out to the public, such as policy and legislation changes, crime prevention measures whereas engagement activities use a ‘listening and responding’ approach.</p>
<b>5.3</b>	<p>All activities and content are carefully crafted to support delivery of five key themes in the Commissioner’s Police and Crime Plan across various proactive and reactive response methods including:</p> <ul style="list-style-type: none"> <li>– Local issues (inc. heightened community tension) – addressed via ‘District Days’</li> <li>– Topic specific engagement, e.g. Violent Crime (including knife crime), Anti-social behaviour and hare-coursing – through public and representative meetings and surveys</li> <li>– Audience segmentation</li> <li>– Platforms used to tailor messaging to maximise reach (events/direct mail etc)</li> <li>– Use of direct and indirect communication channels to engage with as many people who live and/or work in the county as possible</li> </ul>

	<ul style="list-style-type: none"> <li>– Use of regular newsletters to keep local residents updated on progress against the Police and Crime Plan</li> <li>– Volunteer recruitment campaigns to encourage citizen involvement in policing</li> <li>– Social media channels</li> <li>– Public surveys</li> <li>– Annual Report</li> <li>– Information leaflets – e.g. volunteer opportunities, precept and what it pays for</li> </ul>
<b>5.4</b>	<p><b>Output between March 2022 and end of February 2023</b></p> <ul style="list-style-type: none"> <li>• 40 press releases</li> <li>• 472 social media posts (across three separate channels – Facebook, Instagram and Twitter, with a recent Instagram reel reaching 500k views)</li> <li>• 116 responses and statements (including media coverage)</li> <li>• 50 public engagement events (including Round Tables for local councillors)</li> <li>• Five District Days (Cambridge, South and East Cambs, Fenland and Huntingdonshire since January, 1 2023)</li> <li>• A public survey on the proposed precept</li> <li>• An Annual Report</li> <li>• Targeted crime prevention events including a Rural Crime Round Table</li> <li>• Six local authority area precept information leaflets (for Council Tax bills)</li> <li>• Volunteer recruitment campaigns for the Community Scrutiny Panel and the Independent Custody Visitor Scheme</li> <li>• A new digital newsletter</li> <li>• A new website (under development)</li> </ul>
<b>6.</b>	<b>SURVEYS</b>
<b>6.1</b>	<p>As set out in section 4.3 the Police Reform and Social Responsibility Act 2011 states that the Commissioner should fulfil the following duties:</p> <ul style="list-style-type: none"> <li>• Obtain the views of local people on policing and have regard to those views</li> <li>• Make arrangements for engaging with local people in setting police and crime objectives</li> <li>• Obtain the views of local people and Council Taxpayers on budget and precept proposals</li> <li>• Obtain the views of victims of crime about matters concerning local policing</li> <li>• Engage the public on their budget proposals on an annual basis (PCCs have flexibility as to the precise method by which public views are sought, as these are not prescribed)</li> </ul> <p>A primary vehicle for the Commissioner to carry out these duties is by conducting public surveys. A distinction should be made clear, these are not legal consultations. Despite this, every effort is made to ensure that those who wish to take part in surveys are provided the opportunity to do so.</p>
<b>6.2</b>	<p>The Commissioner launched a public survey regarding his 2023/34 precept proposals on 21 December, 2022.</p> <p>The survey was launched and communicated to the public via the following methods:</p>

	<ul style="list-style-type: none"> <li>• A press release containing a link to the survey and wider background distributed to all Cambridgeshire and Peterborough media with an offer of broadcast interviews with the Commissioner.</li> <li>• Regular social media posts on the Commissioner’s Facebook, Twitter and Instagram accounts signposting to the press release, wider narrative and survey link.</li> <li>• Regular sharing by OPCC staff on LinkedIn.</li> <li>• Distributed through the Commissioner’s Neighbourhood Alert account (c.15,500 subscribers) with a reminder sent at the start of January 2023.</li> <li>• Distributed through the Commissioner’s new monthly newsletter as part of its countywide launch.</li> <li>• Shared with colleagues through the countywide Warn &amp; Inform (public sector) Communications group for publication on staff intranets and sharing on their social media accounts.</li> <li>• Disseminated via partnership networks.</li> <li>• Shared with victim and witness service providers.</li> <li>• Shared with all councillors.</li> <li>• Shared with seldom-heard from representative groups (including those representing Black, minority and ethnic, non-English speaking and youth groups).</li> </ul> <p>In total, 640 people responded to the survey.</p>
<b>7.</b>	<b>WORKING IN PARTNERSHIP</b>
<b>7.1</b>	Much of the work that the Commissioner carries out is in partnership with other organisations. This requires the Communications and Engagement team to work in partnership to deliver activity.
<b>7.2</b>	<p>An example of effective partnership working can be evidenced through the Commissioner and his team’s work on the Home Office’s Safer Streets fund.</p> <p>To date:</p> <ul style="list-style-type: none"> <li>• Total investment from all four rounds of Safer Streets funding comes to £1.8m across the county.</li> <li>• This includes £634,285 of improvements to tackle anti-social behaviour and violence against women and girls over 15 months in Peterborough and Wisbech – a successful bid developed and submitted by the OPCC and the Constabulary on behalf of all partners.</li> <li>• The joined-up approach is already starting to make a difference with extra mobile CCTV cameras, and an additional camera operator trained in spotting predatory behaviours.</li> </ul>
<b>8.</b>	<b>REACHING YOUNG PEOPLE</b>
<b>8.1</b>	<p>Every effort is made to engage with young people. Engagement activities are targeted, using those issues that directly affect and/or interest young people – for example, knife crime and drug dealing.</p> <p>The Commissioner regularly includes school visits in his District Days to deliver messaging in an age-appropriate way, for example, using animated videos about the role of police officers in primary schools and sharing the Cambridge City Community Safety Partnership</p>



	<p>County Lines video in secondary schools. This has resulted in a number of schools proactively approaching our office with regards to future visits.</p> <p>As the Commissioner is also the national forensics lead, the Team has used the topic as a way of engaging young people. We joined forces with the forensics team at the 2022 County Day and the stall attracted hundreds of secondary school children, and a recent Instagram reel depicting how footprints are taken has to date attracted over 650k views. This indicates that we are able to engage with young people (the primary users of Instagram) when it is a subject of interest to them.</p> <p>Through the Commissioner’s Youth Fund, regular posts are shared with local councillors about how grass-roots funding can help provide young people with opportunities to positively contribute within their communities.</p> <p>Work continues with the Safer Schools partnership regarding crime prevention messages.</p>
<b>8.2</b>	<b>Serious Violence Youth Listening Project</b>
	<p>The OPCC commissioned Inclusive Development to design and deliver a programme of engagement with local young people; produce analysis of young people’s views around how safe they feel in Cambridgeshire and Peterborough; and provide insight into how feelings of safety could be improved locally. Although safety was discussed in a broad sense, serious violence-related issues such as knife crime, drugs and gang violence were focused on specifically.</p> <p>The Youth Listening Project engages a mixed-method approach, utilising a combination of surveys, focus group discussions and in-depth interviews with young people from across each of the six Community Safety Partnership (CSP) areas.</p> <p>One school from each CSP area was invited to become a partner of the project, with school selection informed by policing and practitioner input. Within each school, a short digital survey was shared with the school population, while focus groups were held with a smaller number of students. A select number of young people from across the county then participated in individual in-depth interviews.</p> <p>The survey was shared with young people aged 11 to 18 who were attending one of the partnered schools. To date, 1,574 survey responses have been received with representation across all ages, genders, ethnicities and CSP areas. Survey responses may increase further following additional engagement with young people.</p>
<b>9.</b>	<b>REACHING THOSE ‘HARD TO ENGAGE’</b>
<b>9.1</b>	<p>Efforts are continuously made to reach those harder to engage/seldom heard from through targeted engagement with specific communities through issues of relevance.</p> <p>Traditionally we have found that people are generally interested in policing when they are directly affected by issues. For that reason, we have invested in a new digital newsletter which allows individuals to ‘sign-up’ for updates about those issues they are interested in (see 9.1).</p> <p>Our new newsletter provides opportunities for us to organically grow our reach as it allows individuals to self-select areas of interest, e.g. rural crime in a particular geographical area. As the newsletter platform serves public sector service providers only, those engaged for example through the NHS receive targeted invitations to hear more from the Commissioner.</p>

	<p>Relevant content continues to be shared directly to representatives such as Parish Councils who are encouraged to disseminate to local residents. A good example of this is the Commissioner’s recent Precept Survey which was shared by a number of Parish Councillors to local residents.</p> <p>Contact has been made with community leaders representing minority and ethnic groups with a round table discussion held by the Commissioner to address concerns in October 2022. Those present were encouraged to/share opportunities to volunteer on our scrutiny panel or as Independent Custody visitors</p> <p>Volunteer recruitment campaigns continue to target minority and ethnic groups through digital and traditional methods to encourage opportunities to learn more about policing and represent communities.</p> <p>Engagement is also currently targeted at Black, Asian and Minority Ethnic groups, those in receipt of services through the Victim and Witness Hub and young and disabled people. A sample list of groups we are targeting is provided below:</p> <ul style="list-style-type: none"> <li>• Local Authority leads – e.g. housing, children in care</li> <li>• Voiceability/Speak out council</li> <li>• Head teachers – District Day itineraries all include a school visit</li> <li>• Minority groups – Eastern European, Religious groups, socially excluded</li> <li>• New communities – e.g. Northstowe, Cambourne and plans to attend Waterbeach Community Hub as the new town there develops.</li> </ul>
<b>10</b>	<b>DIGITAL ENGAGEMENT</b>
<b>10.1</b>	<p>Over the past twelve months, the team has been reviewing its output to ensure every piece of comms is delivered in the most effective and accessible way possible.</p> <p>A rapidly disappearing local news service (BBC regional news) has made getting air-time for the Commissioner more challenging however the Team has maintained good relationships with journalists on first-name terms and often helps out by providing pre-recorded interviews and audio pieces (e.g. Heart FM).</p> <p>With every story, we make personal contact with relevant local media to try to gauge interest. A current example is the production of ‘role profile’ biographies on staff supporting victims and witnesses of crime. From what ISVAs (Independent Sexual Violence Advisors) do to what Migrant Support Workers offer, these short pieces of content are providing better opportunities for people to understand the range of commissioned services. See recent Migrant Support Worker <a href="#">blog</a>.</p>
<b>10.2</b>	<p><b>A new digital newsletter</b></p> <p>The Team has researched a digital newsletter product to provide regular opportunities for members of the public to see progress against the Police and Crime Plan. The previous solution which we have a licence for (Neighbourhood Alert) tends to attract those already engaged in policing (e.g. Neighbourhood Watch existing members).</p> <p>A new monthly digital newsletter was launched in December 2022 as a result of this research using a public-sector engagement software digital platform (GovDelivery) which</p>

provides opportunities for organic growth (through allowing subscribers to select areas of interest). The platform is used by other public sector bodies such as the NHS and Cambridgeshire Fire and Rescue Services.

All those currently signed up to Neighbourhood Alert are being regularly encouraged to switch to GovDelivery and content is provided against the Plan graphics – to increase awareness of the five themes.

Numbers have grown since the first newsletter was launched on 21 December 2022 to 750 and continue to grow.

An example of the newsletter can be found here:  
<https://content.govdelivery.com/accounts/UKPCCC/bulletins/33eac6e>

**10.3 A new website**

With at least 1 in 5 people in the UK having a long term illness, impairment or disability, the Team strive to ensure all content and design is clear and simple enough so that most people can use it without needing to adapt it, while supporting those who do need to adapt things.

In Cambridgeshire, an [accessibility statement](#) is reviewed and published annually on the PCC’s website in line with government website and mobile app accessibility regulations.





The OPCC invested in **Recite Me**, an Accessibility tool to enhance accessibility and the PCC’s website is regularly reviewed.

In July 2022, the team began a process of developing a new and more accessible website as part of a TriForce project to improve digital accessibility. The new website is being delivered by the Team with support from the national Single Online Home project team and will provide the public with a user-experience similar to that provided by gov.uk.

The website is expected to go live in May 2023.

**11. STRATEGIC OBJECTIVES**

**Communications and Engagement Strategic Objectives 2022 – 24**

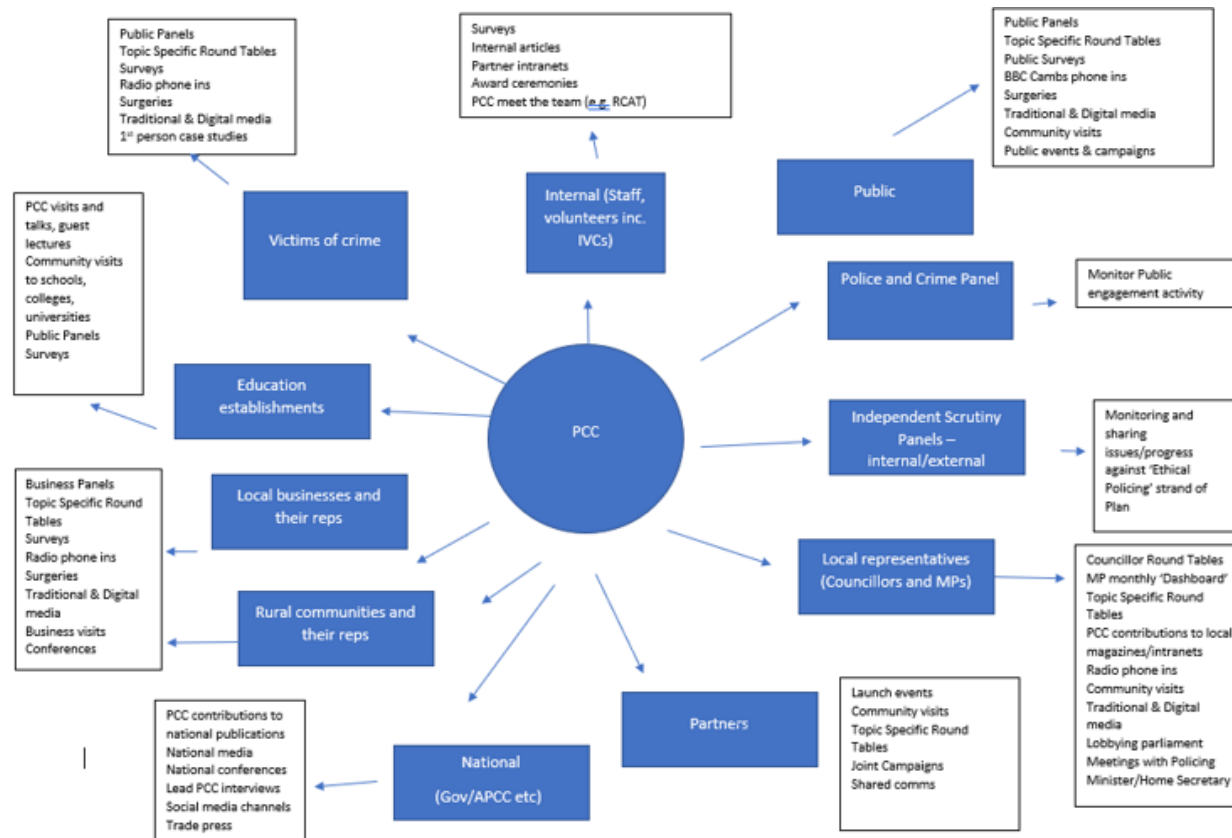
PUTTING COMMUNITIES FIRST	CRIME PREVENTION	SUPPORTING VICTIMS & WITNESSES	ETHICAL POLICING	ROBUST ENFORCEMENT
				
<p>To have a police force that provides two-way engagement with the public, listening and responding to local policing concerns.</p> <p>To ensure the police force is always accessible and visible.</p> <p>To support the Chief Constable to increase officer numbers in Neighbourhood Policing.</p>	<p>To raise awareness about the importance of crime prevention and the Commissioner’s role in influencing and supporting projects that reduce re-offending.</p> <p>To highlight reductions in crime statistics where local evidence points to a decline.</p>	<p>To raise awareness about the Commissioner’s statutory duty to support victims and witnesses.</p> <p>To promote the range of targeted and accessible services commissioned.</p> <p>To build public trust and confidence in the criminal justice system.</p>	<p>To provide an ongoing narrative to the public about how the Commissioner supports and challenges the Chief Constable ensuring the police always act with integrity and social responsibility.</p> <p>To remind the public about the ongoing investment in officer numbers and BAME recruitment.</p>	<p>To continue to clarify the Commissioner’s role in supporting the Chief Constable with the resources he needs to tackle criminality.</p> <p>To raise awareness about the Commissioner’s role as Chair of the countywide Criminal Justice Board and his power to influence/support other partners.</p>

**12. RESOURCES**

12.1	The Commissioner has a team of 1.9 fte staff : a Comms & Engagement Manager and a Communities Policy Officer recruited to support community engagement delivery against the Police and Crime Plan.
13.	<b>BACKGROUND DOCUMENTS</b>
	Police Reform and Social Responsibility Act 2011 <a href="http://www.legislation.gov.uk/ukpga/2011/13/contents">http://www.legislation.gov.uk/ukpga/2011/13/contents</a>
14.	<b>APPENDIX</b>
	Appendix 1 is a visual of how communications and engagement is tactically delivered.

# Appendix 1

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



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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 7</b>
<b>15<sup>th</sup> March 2023</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

### PUTTING COMMUNITIES FIRST - SUPPORTING PROBLEM SOLVING OF LOCAL ISSUES OF CONCERN

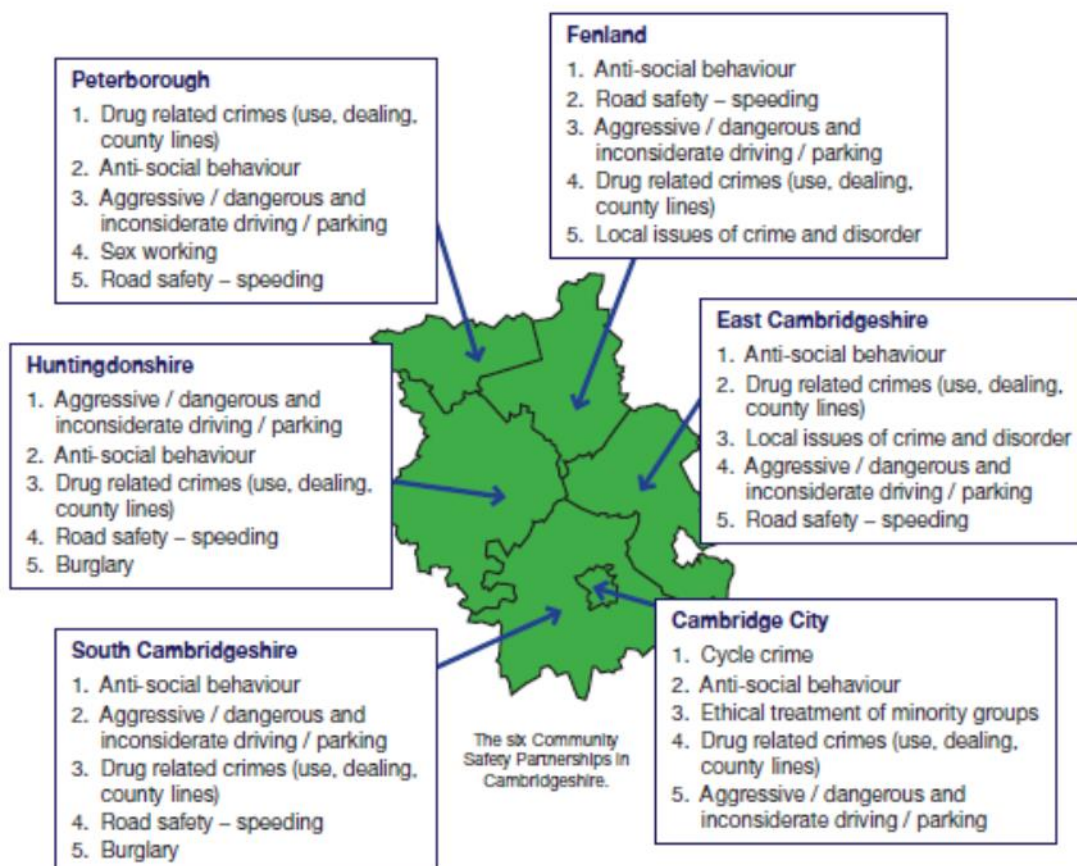
<b>1.</b>	<b>PURPOSE</b>
1.1	To provide the Cambridgeshire Police and Crime Panel (the “Panel”) with details of the Police and Crime Commissioner’s (the “Commissioner”) approach to supporting problem solving of local issues of concern.
<b>2.</b>	<b>RECOMMENDATION</b>
2.1	The Panel is recommended to note 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>• <b>working in co-operation</b> 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> <p>The levers in the partnership arena are different from policing. The legislation does not provide for a holding to account role, rather reciprocal duties and powers for co-operation. This includes:</p>

- mutual duties for co-operative working;
- having regard to respective priorities;
- PCC powers to convene community safety and criminal justice partners and ask for reports; and
- PCC power to make grants.

The landscape is complex with a wide range of partners, each with specific duties. Good partnership working is, therefore, key. The PCC and the OPCC are uniquely placed to provide system leadership, facilitating and enabling these agencies to work effectively together.

4.3 The Commissioner is required to produce a Police and Crime Plan (“the Plan”) which sets out how he will deliver against his statutory role set out in the Act. At the heart of the Plan is the Commissioner’s role in ensuring the voice of residents is listened to and acted upon. During the development of the Plan the Commissioner asked residents about what is important to them and the Plan highlights some of the issues highlighted by those residents who responded to his survey in July 2021:

### PCC SURVEY JULY 2021 – TOP FIVE ISSUES



4.4 Each area within Cambridgeshire and Peterborough has a Community Safety Partnership



	<p>("CSP") made up of local partners from the police, local authority, fire service, health service, probation, and others (the "Responsible Authorities"). CSPs are able to address local issues that the police cannot solve alone, such as bike theft, fly tipping, anti-social behaviour ("ASB") and vandalism. They produce a Community Safety Plan. These plans focus on priorities of local importance and set out what collective actions can be taken to add value to the day-to-day work undertaken by individual agencies and organisations to make communities safer. CSPs will often be supported by 'Problem Solving Groups' ("PSGs") which will bring tactical partners together to deal with individual issues in a joined up way. As part of the theme of 'Putting Communities First', the Plan included a clear commitment to support the CSPs to address these issues.</p>
4.5	<p>To provide support and leadership around higher harm issues, 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. The Countywide High Harms Board, chaired by the Commissioner, has been established to provide strategic direction and leadership across four priority issues:</p> <ul style="list-style-type: none"> <li>• drugs;</li> <li>• serious violence;</li> <li>• violence against women and girls; and</li> <li>• serious and organised crime.</li> </ul>
<b>5.</b>	<b>SUPPORTING EFFECTIVE PROBLEM SOLVING</b>
5.1	<p>As outlined above, core to the Commissioner's approach and the Police and Crime Plan is <b>listening to local people and ensuring their concerns are addressed</b>. In terms of <b>championing public concerns and supporting the county's six Community Safety Partnerships to address local issues</b>, this has included a range of activity, including up to £730,000 funding allocated to tackle local crime and disorder.</p>
5.2	<p>There is a <b>proactive approach within the OPCC to responding to local issues of concern</b> 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.</p>
5.3	<p>All six <b>CSPs now have the capacity in place to co-ordinate problem solving work to tackle local issues that matter to our communities</b>. Four areas took up the opportunity for PCC funding to provide additional staff capacity for problem solving, funded through to March 2025. These posts are hosted in the local authorities. This has provided more capacity to:</p> <ul style="list-style-type: none"> <li>• engage and communicate with local communities;</li> </ul>

	<ul style="list-style-type: none"> <li>• respond in a co-ordinated way through local problem solving arrangements; and</li> <li>• deliver visible and appropriate local responses to issues such as anti-social behaviour and develop links with road safety initiatives.</li> </ul>
5.4	<p><b>CSPs have reported on how this additional funding is having a positive impact on community safety.</b> Examples include:</p> <ul style="list-style-type: none"> <li>• Reports were made to a CSP by a resident and businesses relating to street drinking and anti-social behaviour. The community safety team were able to engage with those who had reported the issues, and other stakeholders, to gather evidence, inform them of how issues could be reported and develop options for dealing with the issue. As a result, two individuals were engaged through Cambridgeshire Constabulary’s ongoing Operation Luscombe initiative (tackling anti-social behaviour and begging) and were referred to a support hub where district and town councils, drug and alcohol support services, health professionals, housing associations and the Department for Work and Pensions can offer support. Feedback from the original complainant indicates an improved situation and confidence in local services to tackle such issues.</li> <li>• Concern was raised about a neighbour, via a district councillor, causing persistent nuisance and concern, as well as demand on public services such as ambulance and police. The neighbour had complex long-term issues but with joint engagement from the community safety team and police gained consent for their parent/carer to be contacted. This revealed the parent/carer felt they needed more support. With their consent contact details were provided to help them access substance misuse and adult social care early help support. There has so far been no recurrence of the problems that first prompted the concerns.</li> <li>• The community safety team were able to support the re-establishment of a shopwatch scheme that was sustainable without an expensive radio system.</li> <li>• The community safety team developed a court experience days for secondary school students that focussed on preventing knife crime.</li> <li>• Various examples of engaging directly with parish councils and members of the public to identify and respond to safety concerns from members of the community.</li> </ul>
5.5	<p>A new <b>Safer Communities Fund</b> opened to CSPs in May 2022 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. CSPs have been proactive in identifying a wide-range of appropriate initiatives, these include:</p> <ul style="list-style-type: none"> <li>• Targeted cycle theft prevention leaflets for Cambridge students and cycle marking</li> </ul>

	<p>kits. The Commissioner has championed the need to tackle the issue of bike theft in Cambridge. Cambridge is no longer in the top five cities for cycle crime – targeted, robust policing, more investment in CCTV technology and good partnership working has led to a 60% drop in cycle thefts.</p> <ul style="list-style-type: none"> <li>• Clearance, signage, physical deterrence and cameras depending on local circumstances to tackle and prevent fly-tipping in Fenland and Peterborough.</li> <li>• Bike repair sessions and bike lights for low-income families in South Cambridgeshire, to support road safety.</li> <li>• Taxi marshalls in Peterborough and Cambridge to provide presence and reassurance to prevent incidents within the context of the night time economy and tackling violence against women and girls.</li> <li>• CCTV in Cambridge in hot spot areas for crime and disorder within the night time economy.</li> </ul> <p>In some cases it has also enabled them to identify bids appropriate for the Commissioner’s Youth Fund. This has included:</p> <ul style="list-style-type: none"> <li>• Targeted youth work with young people who had been responsible for ASB in South Cambridgeshire.</li> <li>• Portable outdoor lights to enable young people to enjoy outdoor group activities in Cambridge on darker winter nights to deter anti-social behaviour.</li> </ul>
5.6	<p>In order to support the sharing of best practice, the Commissioner meets with CSP chairs regularly. The OPCC also supports the Community Safety Officer Group identifying opportunities to share best practice and information on cross-cutting themes.</p>
<b>6.</b>	<b>Safer Streets Funding</b>
6.1	<p>Total investment from successful bids in four rounds of government Safer Streets funding now amounts to £1.8m across the county. The 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 specific areas. Previous rounds have included Cambridge, Fenland, Peterborough, as well as countywide work targeted to prevent violence against women and girls in public spaces.</p>
6.2	<p>In the latest round, in July 2022, £634,285k was secured to roll out a package of improvements to tackle anti-social behaviour and violence against women and girls. This includes:</p> <ul style="list-style-type: none"> <li>• Two new ASB Officers recruited within Peterborough City Council and Fenland District Council. They are looking into prolific offenders and gathering evidence in preparation for robust enforcement action.</li> <li>• More than 200 professionals across several public safety agencies have received</li> </ul>

	<p>specialised anti-social behaviour training to ensure they fully understand and can exhaust the full range of powers and legislation available to successfully tackle problems. They can also access specialist advice on individual cases.</p> <ul style="list-style-type: none"> <li>• Mobile cameras to respond to and detect crime, manage ongoing incidents and provide better evidence for investigations.</li> </ul>
<b>7.</b>	<b>CSP Accountabilities</b>
7.1	Section 19 of the Police and Justice Act 2006 requires local authorities to have a crime and disorder committee with power to scrutinise the decisions and actions of the CSP in their area and to make reports and recommendations to the local authority and the Partnership. The Crime and Disorder (Overview and Scrutiny) Regulations 2009 require Local Authorities to scrutinise CSPs at least once a year.
7.2	The Government is expected to consult on its review of the community safety landscape imminently. This will inform next steps.
	<b>BACKGROUND DOCUMENTS</b>
	<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. 8</b>
<b>15<sup>th</sup> March 2023</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**

**CULTURE STATEMENT**

<b>1.</b>	<b>PURPOSE</b>
1.1	To provide the Cambridgeshire Police and Crime Panel (the “Panel”) with an update on Cambridgeshire Constabulary’s Culture Statement and their aim to build trust and confidence.
<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 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	At the Panel Meeting held on 1 February 2023 members were advised by the Chief Constable of a range of measures that the Constabulary were implementing including the development of a Culture Statement. The Panel requested a more detailed report on this matter.
<b>5</b>	<b>CAMBRIDGESHIRE CONSTABUARY’S CULTURE STATEMENT</b>

5.1	<p>Cambridgeshire Constabulary developed the following Culture Statement;</p> <ul style="list-style-type: none"> <li>• Cambridgeshire Constabulary is committed to creating an inclusive working environment where everyone is valued for who they are and what they bring to policing.</li> <li>• We recognise that diverse perspectives are the best way of solving many of the complex issues facing us today, and to achieve this, we must ensure all voices are respected and heard.</li> <li>• We are a progressive organisation where innovation and enterprise are encouraged and people feel empowered to make a difference. We are currently seeking ways to learn and grow, and influence positive change beyond our force boundaries.</li> <li>• We recognise the importance of continually investing in our people and ensuring they have the right support in place to flourish</li> <li>• We know that by doing this, everyone will feel part of the team and happy in the workplace, which is crucial for our organisation to thrive.</li> <li>• Through our culture, we aim to build trust and confidence in one another and our communities and we will achieve this by ensuring our behaviours reflect our force values of Fairness, Integrity, Diligence, and impartiality to deliver a first-class service to the people of Cambridgeshire.</li> <li>• Instead of ‘work life balance’, ‘life balance’ has been a key point of focus for the Constabulary to market to the workforce, encouraging well being and a different perspective on balancing stresses against work in the new and current climate</li> <li>• Generational Diversity has also been another key feature in considerations, reaching and understanding the younger generations views and seeking to bring those into the conversations to stabilise future thinking in policing</li> <li>• <b>Cambridgeshire Constabulary are currently the only Force in the UK that have developed a Culture Statement and undertaken the work to develop this.</b></li> </ul>
5.2	<b>Timeline and Brief</b>
	<p>This work was launched towards the end of 2021, by the Chief Constable, when the Constabulary was reviewing the values of the force, and they recognised that Officers and Staff were interpreting values differently. The Constabulary therefore started to explore the behaviours they needed to describe and the culture they needed to embed.</p>

<b>5.3</b>	<b>Approach</b>
5.3.1	<p>The Deputy Chief Constable was the lead for this work.</p> <p>Over 400 staff at all levels from a range of roles and business areas across the Constabulary were engaged as well as external community members including local students to help develop for future generations. Key to creation of the force culture statement, were questions on how they saw the culture of the Constabulary now, and how they wanted it to be. This feedback is included on slide 4 of Appendix A, but some examples are included here: siloed, defensive, risk-averse, chaotic, reactive, friendly, diverse, cautious, fair, progressive, and supportive. There are more within Appendix A.</p>
5.3.2	<p>National considerations were also taken into account, anything that could have a negative connotation to policing was discussed in order to identify additional things the Force could do to counter act this to ensure a positive culture with integrity at the forefront.</p>
5.3.3	<p>It was launched as the DCC's culture roadshow in July 2022. Images from this event are included in Appendix A, where the focus was understanding <i>how</i> the Constabulary felt about the culture and to generate ideas around ways to deliver against the culture statement. The culture roadshows were focused towards frontline response officers. The DCC and roadshow team visited police stations across the county including Parkside, Thorpe Wood and Wisbech and engaged staff from a range of roles including neighbourhood, volume and serious crime teams.</p>
<b>6</b>	<b>Embedding the Culture Statement</b>
6.1	<p>The key to success of the Culture Statement is for it to be fully embedded, feedback has continued to be sought from officers and staff from across the Constabulary which has then been used in consideration of maintenance and amendments to the operating model to see where changes and additional provisions are needed.</p>
6.2	<p>As part of this work, Leadership and Culture Workshops have been delivered by the Constabulary as the pilot for the College of Policing and Durham University. Cambridgeshire Constabulary developed this package further beyond the College's mandate and have created a curriculum now widely recognised as a successful package. This enhancement is now being cascaded across the country. The aim of these workshops is to provide leaders, both police staff and officers, with the tools they need to deliver against the force Culture Statement, and to enhance leaders' knowledge</p>

	and capability, and understand any blockers and ways to overcome these in order to deliver against the force Culture Statement.
6.3	Chief Officers have a key role to play in this and have been opening and closing these workshops. It has been reported back to the leadership of these programmes that this is valued. It is adding value to the significance of the Culture Statement and demonstrating that it is a priority of those at all levels through the force.
6.4	<p>There has not been any negative feedback to date. Some of the positive feedback that has been received is presented in the slide deck at Appendix A. A couple have been included here for information:</p> <ul style="list-style-type: none"> <li>• Excellent – relaxed, welcoming, supportive, educational, developmental.</li> <li>• In a word - fantastic. Will be strongly encouraging other leaders around me to make the time to come on it. Best course I've been on, have taken so much from it. As I've said in previous answers, this was more than just learning about leadership and culture, I've learnt a huge amount about myself. Thank you!</li> </ul>
6.5	The initial embedding has been undertaken through the wide scale engagement within the DCC's Roadshows. The feedback has been circulated, and all supervisors and above have been asked to utilise the Culture Statement within their working days. The Force have now appointed a dedicated Culture Champion who has the remit to make Culture the golden thread to every day life in Cambridgeshire Constabulary. Mandatory objectives within the Force will also have the Culture Statement at heart, as well as the Chief Constable's Corporate Plan. The Culture Champion will be dip sampling, working with departments across the force and linking into Professional Standards too. This role is to coordinate and bring Culture to a sustainable and every day go to position.
<b>7</b>	<b>Measuring the Impact (Internal)</b>
7.1	<p>Engagement with officers and staff in January 2023 shows that the culture is improving, when asked the same question as at the beginning of the work on the culture statement, there has been a positive change in the feedback received. Slide 21 of the Appendix includes the feedback received, some examples are: inclusive, fair, listening, open, innovative, and reactive.</p> <p>By definition, culture is difficult to measure directly. There are a range of proxies being considered like response rates to surveys indicates staff engagement (uptake on surveys is very high in Cambs compared to national stats - people are willing to speak to us and this will be a valued mechanism to understand how this has been received) and</p>



	trust in their voice being heard and reacted to; PSD cases; whistleblowing; attrition rates and reasons for leaving.
<b>7.1</b>	<b>Measuring Impact on the Public</b>
	Measuring the impact on the public is much more difficult, this will be reliant on PSD cases, Complaints Resolution Team cases and obviously both by type, for example confidence in policing. Ultimately these measures will also be impacted by a range of other supporting activities and will be very difficult to ever pin down to just the Culture Statement. This piece of work however is about a whole constabulary approach to leadership and culture and the fact that officers and staff are already recognising a change in culture (as feedback in January) is evident that they are achieving a positive shift.
<b>8.</b>	<b>Key Culture Activity - Cambridgeshire Leadership &amp; Culture workshop</b>
8.1	<p>The background</p> <ul style="list-style-type: none"> <li>• National wellbeing survey findings led to the development of National Inclusion pilot workshop working alongside Durham University</li> <li>• Good force good engagement on the survey</li> <li>• Cambridgeshire invited to be part of the national pilot</li> <li>• Worked with colleagues and an external leadership trainer to develop and implement the Leadership &amp; Culture workshop</li> </ul>
<b>9.</b>	<b>Other activity</b>
9.1	<ul style="list-style-type: none"> <li>• CamSTRA, business planning tool</li> <li>• Chief Constable's Corporate Plan</li> <li>• Career Development site</li> <li>• Force Culture Champion</li> <li>• Cambridgeshire Career Cards</li> <li>• Home Office Memorandum of Agreement (between HO/PCC/CC)</li> <li>• Enterprise Strategy (Innovation, Income generation, Funding, Savings and efficiency)</li> <li>• Induction packs for all new starters</li> <li>• Culture award forum</li> <li>• Joint Police/black community leaders workshop to develop cultural awareness training</li> </ul>
	<b>BACKGROUND DOCUMENTS</b>
	Police and Crime Commissioner's Police and Crime Plan 2021 – 2024

<https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

Police Reform and Social Responsibility Act 2011

<http://www.legislation.gov.uk/ukpga/2011/13/contents>

## Appendix A



Constabulary Culture  
Statement update Feb

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# Cambridgeshire Constabulary

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CULTURE ●





# "Culture does not make People, people make Culture"

— Chimamanda Ngozi Adichie

Enterprise



Fenland town centre foot patrol

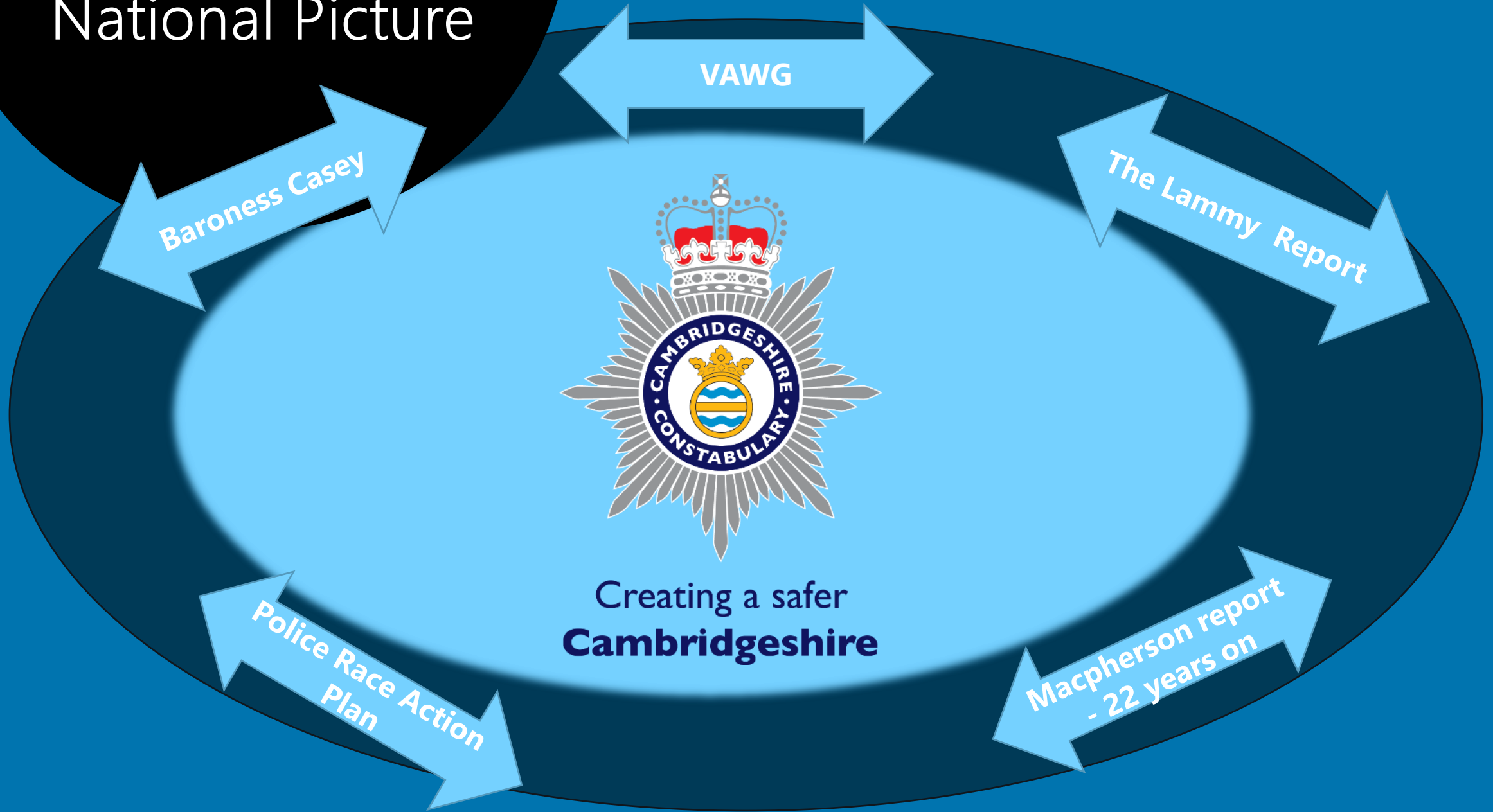
Safer Neighbourhoods – ACPO attendance at NH Watch meeting in Alconbury



DCC Culture roadshow

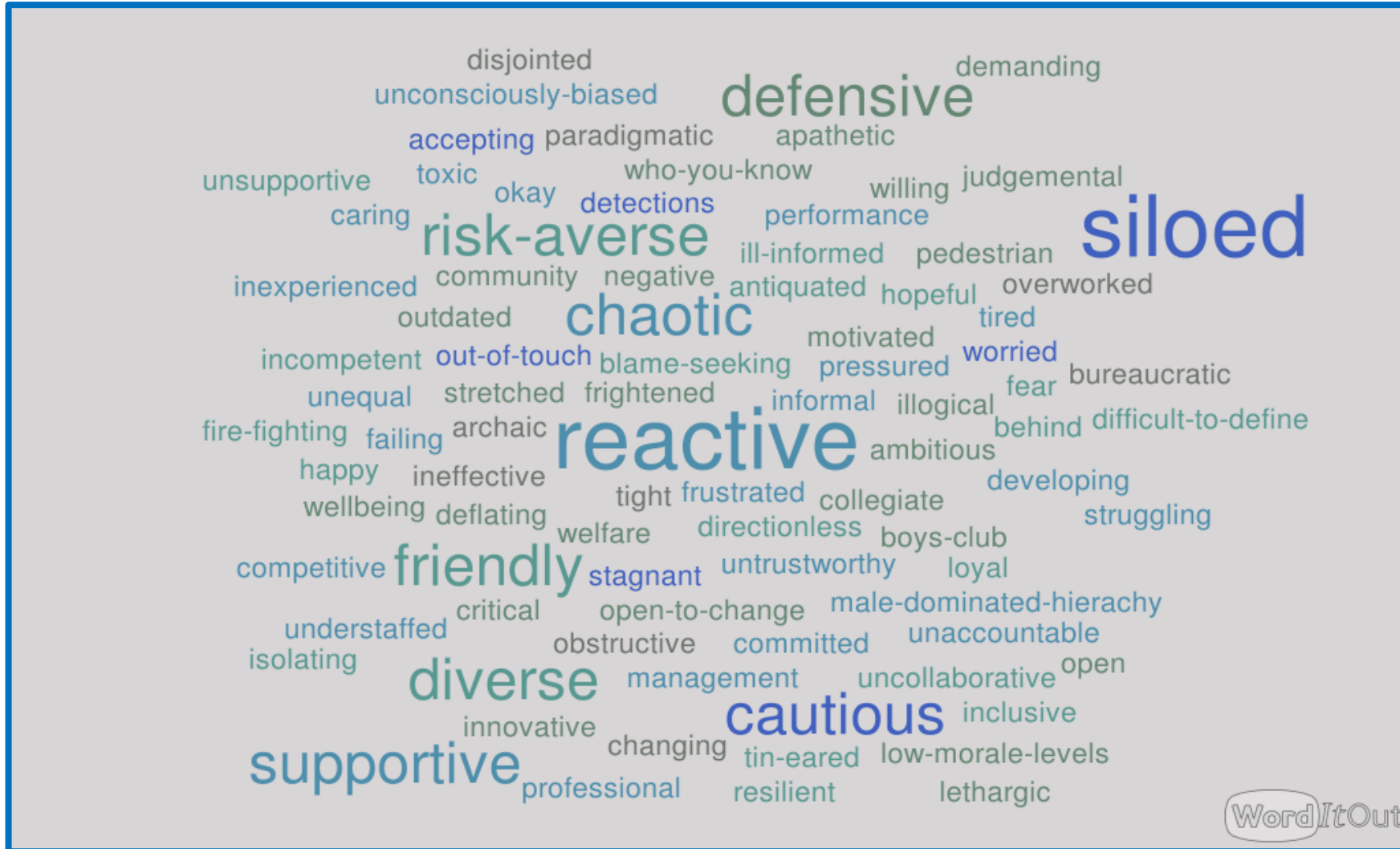
Mind over Mountains now BAU

# National Picture



# Creation of Statement - Oct 2021

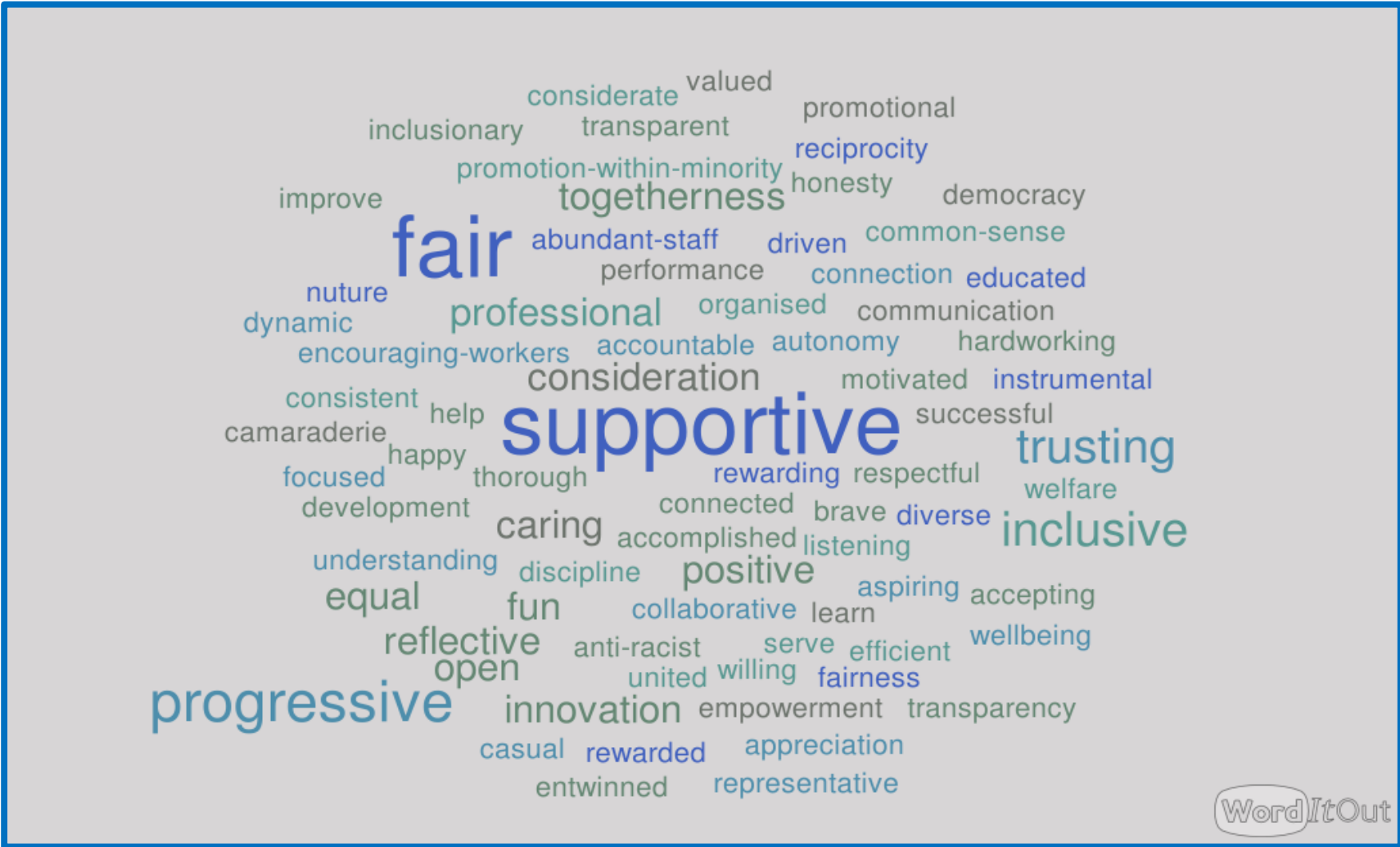
What three words describe the current force culture?’





# Creation of Statement - Oct 2021

'What three words describe the force culture you would like to see?'



## Our Culture

Cambridgeshire Constabulary is committed to creating an **inclusive working environment** where everyone is valued for who they are and what they bring to policing.

We recognise that diverse perspectives are the best way of solving many of the complex issues facing us today, and to achieve this, we must ensure **all voices are respected and heard**.

We are a progressive organisation where **innovation and enterprise are encouraged**, and people feel empowered to make a difference. We are continually seeking ways to learn and grow, and influence positive change beyond our force boundaries.

We recognise the importance of continually investing in our people and ensuring they have the **right support in place to flourish**.

We know that by doing this, everyone will feel part of the team and **happy in the workplace**, which is crucial for our organisation to thrive.

Through our culture, we aim to build **trust and confidence in one another and our communities** and we will achieve this by ensuring our behaviours reflect our force values of Fairness, Integrity, Diligence, and Impartiality to deliver a first-class service to the people of Cambridgeshire.



Creating a safer  
**Cambridgeshire**



DCC Roadshow Dates	
18 <sup>th</sup> July	Parkside ✓
11 <sup>th</sup> August	Thorpe Wood ✓
7 <sup>th</sup> October	Wisbech ✓
26 <sup>th</sup> October	Parkside ✓
16/12/2022	SWP hot topic on Culture ✓
23/01/2023	Hot Topic round up ✓



**AIMS:**

- \* Launch of Force Culture Statement
- \* Explaining what it means to staff behaviour expected/USP
- \* Identifying blockers
- \* Generate ideas around ways to overcome/deliver

# Key findings

Life balance

Welfare provisions

Lack of experience on teams

Paperwork duplication

Fear of job loss amongst police staff when cuts/savings mentioned

Cost of living/wages

Issues not escalated

Supervisors feel as though they are failing due to demand

# Key culture activity

# Cambridgeshire Leadership & Culture workshop

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# Background

- National wellbeing survey findings led to development of National Inclusion pilot workshop working alongside Durham University
- Good force good engagement on the survey
- Cambridgeshire invited to be part of the national pilot
- Worked with colleagues and an external leadership trainer to develop and implement the Leadership & Culture workshop



# Purpose

- To provide leaders with the tools to deliver against the force culture statement
- To enhance leadership knowledge and capability across the force
- Understand any blockers and develop ways to overcome these to deliver against the force culture statement

# What is it?

- **5 day workshop held away from police premises at Buckden Village Hall**
- **Currently facilitated by Cambridgeshire Chief Inspectors**
- **Sgts, Inspectors and Police Staff supervisors up to and including MB4 grade incl collaborated units**
- **10 workshops per year**
- **Nearly 40% police staff**

# What do we cover?

- **Topics covered include the following:**
  - **Culture**
  - **Cambridgeshire Leadership Development Pathway**
  - **Values, Identity and Leadership**
  - **Inclusion**
  - **Wellbeing**
  - **Clarity 4D**
  - **360 feedback**
  - **Situational Leadership (amongst other things)**

# Journey so far

- **5 workshops held with a mix of officers and staff across Cambridgeshire, ERSOU and JPS**
- **Feedback has been very positive with developmental feedback used to develop further workshops**
- **Chief Officers open and close the workshop, spending time on the Friday dealing with questions/issues raised during the week relating to working practices and blockers**

# How do we embed the culture?

- **Daily reflections where attendees discuss learning and how they will implement change moving forward**
- **90 day improvement plan developed during the workshop for sign off with their line manager and joint working to support implementation**
- **Completed plans to be submitted to workshop management team to review outcome/measure impact**

# Feedback

- The discussions with the other people attending the workshop were helpful and useful – 9.62
- The structure and content of the workshop were appropriate - 9.54
- Overall, the workshop was useful to me – 9.69
- The workshop increased my knowledge and understanding of the benefits of inclusion - 9.00
- I feel the workshop was useful to me in terms of my performance in my leadership role as a supervisor – 9.69
- Overall, I am satisfied with the quality of the workshop – 9.77
- Overall, I am glad that I attended the workshop – 9.69

# Feedback

- I genuinely feel like the workshop has allowed me to focus energy on me, although it is done in a way that has many other delegates dipping in and out of your individual learning. I have thoroughly enjoyed it, it has caused me to challenge inwardly and consider other perspectives.
- A great opportunity for leaders across the organisation to come together and obtain a good understanding of leadership and the benefits of good leadership which we can take in to our teams. The information was really useful and covered a broad range of topics across the leadership spectrum. Very beneficial
- Excellent - relaxed, welcoming, supportive, educational, developmental and at times, a good laugh.
- Excellent content, excellent presenters. Really thought provoking and useful
- In a word - fantastic. Will be strongly encouraging other leaders around me to make the time to come on it. Best course I've been on, have taken so much from it. As I've said in previous answers, this was more than just learning about leadership and culture, I've learnt a huge amount about myself. Thank you!

# Other culture activity

- **Career Development site**
- **Force Culture Champion**
- **Cambridgeshire Career Cards**
- **Home Office MOA**
- **Enterprise Strategy (Innovation, Income generation, Funding, Savings and efficiency)**
- **Induction packs for all new starters**
- **Culture award forum**
- **Joint Police/black community leaders workshop to develop cultural awareness training**



# Culture - Jan 2023

*1/3 of officers and staff who responded feel that the force is significantly improving  
Nobody feels that we haven't made any progress with improving the culture*



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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No.9</b>
<b>15 March 2023</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 – PROGRESS REPORT**

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<b>1.</b>	<b>PURPOSE</b>
1.1	The purpose of this report is to provide an 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, developed to tackle crime and keep communities safe 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 and continue to be 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 interdependencies between activities and upon completion, further work can be identified as being needed. As such timescales for delivery may change over time.</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</p>

	<p>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="208 185 943 220"><b><u>Putting Communities First – Priorities for Action</u></b></p> <p data-bbox="208 240 1451 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="208 520 860 555"><b><u>Completed deliverables / activities of note:</u></b></p> <ul data-bbox="208 576 1442 1286" style="list-style-type: none"><li data-bbox="208 576 1442 783">• <b><u>Recruitment of a Communities Policy Officer</u></b> <b>Update:</b> The recruitment and vetting process is complete. The Communities Policy Officer joins the OPCC in March 2023. This role will support deliverables associated with improving community engagement.</li> <li data-bbox="208 858 1442 1174">• <b><u>Improving Community Engagement - GovDelivery</u></b> <b>Update:</b> A new monthly digital newsletter was launched in December 2022 using a public-sector engagement software digital platform (GovDelivery). This provides opportunities for organic growth (through allowing subscribers to select areas of interest). The platform is used by other public sector bodies such as the NHS and Cambridgeshire Fire and Rescue Services.</li> <li data-bbox="208 1249 871 1286">• <b><u>Problem solving local issues of concern</u></b></li></ul>

**Update:** A comprehensive update is included in the paper requested by Panel (15 March 2023). In this paper the Commissioner's approach to supporting problem solving of local issues of concern is presented.

### **Current Deliverables**

- **Scope out Visibility/Accessibility Assessment Framework**

**Update:** Activities ongoing. In Cambridgeshire, an accessibility statement is reviewed and published annually on the PCC's website in line with government website and mobile app accessibility regulations. The OPCC invested in **Recite Me**, an Accessibility tool to enhance accessibility and the PCC's website is regularly reviewed. In July 2022, the team began a process of developing a new and more accessible website as part of a TriForce project to improve digital accessibility. The new website is being delivered by the Team with support from the national Single Online Home project team and will provide the public with a user-experience similar to that provided by gov.uk. The website is expected to go live in April 2023. This work is part of the implementation of the Communications and Engagement Strategic Plan 2022/23.

- **Community Payback**

**Update:** Enhance links between probation and community safety partners to make Community Payback more visible and beneficial for the public. Activities ongoing. Probation shared details of the programme and updates with local councillors through PCC councillor briefing sessions throughout the year. Information also shared with CSPs through presentation at Community Safety Officers Group. Commissioner has



promoted the scheme through communications activity linked to a visit to a local scheme and to mark the 50<sup>th</sup> anniversary of the scheme this year.

- **Improving Community Engagement**

**Update:** A comprehensive update is included in the paper requested by Panel (15 March 2023). In this paper the Commissioner's approach to Communication and Engagement is presented.

- **Business Engagement**

**Update:** A planned Business Community event was postponed. There was limited uptake for the planned event originally scheduled. Activity is ongoing to work in partnership with the business community and the Constabulary to gather evidence of concerns; provide opportunities for businesses to have voice heard; and provide crime prevention information.

**New Deliverables**

- **Respond to the Review into the role of Police and Crime Commissioner.**

**Update:** Part 2 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 may be published in 2022/23 Q4.

	<ul style="list-style-type: none"> <li>• <b><u>Respond to Governments Review of Anti-Social Behaviour.</u></b>  <b>Update:</b> January 2023 - The Government are currently reviewing policy and strategy around tackling anti-social behaviour (ASB). The review is exploring current powers and their usage, ASB prevention, notable practice, community engagement and the whole system approach. As part of this review, the Home Office and Department of Levelling Up, Housing and Communities will be consulting with key partners on reforming ASB policy and strategy.</li> </ul>
5.2	<p><b><u>Crime Prevention – Priorities for Action</u></b></p> <p><b>What we will do:</b> We will work in partnership to understand and tackle the root causes of crime and serious violence through early intervention and rehabilitating people who have offended, while reducing opportunities for people to commit crime.</p> <p><b><u>Completed deliverables / activities of note:</u></b></p> <ul style="list-style-type: none"> <li>• <b><u>Youth listening project</u></b>  <b>Update:</b> Youth listening project commissioned to inform local serious violence strategy. Insights and analysis delivered during Q4 2022-23.</li> <li>• <b><u>Serious Violence Duty &amp; Funding</u></b>    <b><u>Update:</u></b> Though PCCs themselves are not subject to the Serious Violence Duty. The new legislation creates powers for PCCs to convene and assist specified authorities in the exercise of their functions under the Duty and to monitor their exercise of those functions. Through these functions the PCC is expected to perform a central convening role for their area, administer funding for the duty to</li> </ul>

the specified authorities and monitor progress. In line with this approach, the Home Office are channelling funding for the Serious Violence Duty through PCCs. The OPCC has successfully submitted an application to the Home Office to access the funding for Cambridgeshire from Q4 2022-23 through to 2024-25. A partnership workshop was held in Q4 to help partners understand the new statutory requirements and build an evidence base to inform the development of appropriate interventions. This will inform future spend plans.

- **Constabulary prevention strategy**

**Update:** The Police and Crime Plan highlighted that the Constabulary would adopt a prevention strategy to reduce crime and harm in our communities. The Constabulary provided a comprehensive update through the Business Co-ordination Board in Q3. This included operational work to prevent, deter and secure prosecutions in relation to knife crime; problem solving to reduce harm, crime and demand including task and finish groups to address identified issues such as ATM theft. Supported by OPCC funding, the Constabulary continues to support Neighbourhood Watch, Speedwatch and other activities involving community members in sustainable community safety endeavour.

**Current Deliverables**

- **Fraud and Cyber Crime Awareness Campaigns**

**Update:** Initial engagement with Eastern Cyber Resilience Centre (ECRC) completed. Activities ongoing. Using the precept increases in 2021/22, the Constabulary introduced a new role into the organisation - Cyber Crime and On-Line Fraud Prevention Officers. Working across the organisation and in partnership these

officers work to raise awareness about those ways in which individuals can reduce their likelihood of cybercrime and on-line fraud victimisation, supporting those who have been the victim of such crime, preventing their re-victimisation.

- **Police Race Action Plan**

**Update:** OPCC to 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. Activities ongoing. Dependencies identified. Initial scoping has taken place regarding what ethnicity data is available to support activities. Response to Police Race Action Plan 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.

- **Drug strategy implementation.**

**Update:** Report on progress in respect of needs assessment, local strategy and outcomes framework to be received through High Harms Board in Q4 2022/23. Update also received in Q3 2022/23 which demonstrates Cambridgeshire is meeting the governance expectations set out by the Government, as reflected in national reporting via the Commissioner, as Senior Responsible Owner, in Q4.

	<ul style="list-style-type: none"> <li>• <b><u>Review of community remedy framework and role in Community Trigger</u></b>  <b>Update:</b> Community Remedy was introduced as part of the Anti-Social Behaviour, Crime and Policing Act 2014 to give victims of low-level crime and anti-social behaviour a greater say in how offenders should be dealt with. The Commissioner is responsible for providing a list of actions for victims to choose from. This list will be known as the Community Remedy. This deliverable will include a review of Cambridgeshire’s community remedy actions. It will also include an update on how each CSP deals with Community Triggers. To be delivered Q1 2023/24.</li>   <li>• <b><u>Serious Violence Strategy</u></b>  <b>Update:</b> Constabulary engaging with strategic partners to inform needs assessment and development of strategy and partnership approach. Serious Violence statement of intent to be developed initially.   Final strategy to be published on a public-facing website and submitted to the Home Office by 31/01/24.</li> </ul>
5.3	<p><b><u>Victims and Witnesses– Priorities for Action</u></b></p> <p><b>What we will do:</b> We will protect vulnerable people and ensure victims and witnesses are placed at the heart of the criminal justice system, commissioning services to support them.</p> <p>We will recognise every victim’s experience is different and will provide a quality service which maintains their trust and confidence in the criminal justice system.</p>

**Completed deliverables / activities of note:****• Domestic Abuse Perpetrator Think Tank**

**Update:** This deliverable facilitated a series of Domestic Abuse Perpetrator Think Tanks with partners to develop ideas for the future delivery of this work and to prepare for future funding opportunities. The OPCC has led the development and writing of two bids into the Home Office Domestic Abuse Perpetrator Fund – if successful would bring an additional £1.5m into the county over two years.

**• Review Victim Services Outcome Monitoring Guide**

**Update:** The outcome monitoring guide and template forms have all been reviewed to ensure they meet the new MoJ reporting requirements. This information has been shared with all providers to enable them to complete the six-monthly monitoring that is required as part of the grant agreement with the MoJ.

**Current Deliverables**

- **Refresh of Domestic Abuse/Sexual Violence Partnership Strategy** setting out core and enhanced offer.

**Update:** This work, which was led by the local authority, is now complete and the strategy was signed off by all partners at the Domestic Abuse and Sexual Violence Strategic Board. .

- **Review of provision for victims of crime requiring mental health support**

**Update:** The OPCC supported the Constabulary to undertake a full review of the IMHT (Integrated Mental Health Team) service to ensure it met the current

requirements. The service specification was reviewed in light of this and the relevant commissioning framework is being put in place. This service will be closely monitored during 22/23 to ensure any changes have been embedded. In 23/24 this will become business as usual.

- **Remodelling provision of elements of domestic abuse support services in partnership with Local Authority**

**Update:** This work is now complete with a new outreach service contract in place which was commissioned by the local authority. The OPCC continues to monitor additional elements of work funded through grass roots organisations.

- **Review of Victim and Witness Hub**

**Update:** As part of the commissioning cycle, undertake a joint review of the Victim and Witness Hub service. Activities not started. Rescheduled to progress deliverable in Q1/Q2, 2023/24.

- **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. See also update which references two new bids for funding have been submitted.

- **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 which will be introduced in April 2023. This will complement local services and provide an enhanced response to victims of fraud locally.
- **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:** Review put in place to ensure local people can access support in the event of a major crime incident. On hold. Currently awaiting a steer from the MoJ.
- **Support for Hourglass**



	<p><b>Update:</b> Hourglass successfully secured MoJ funding as part of the Domestic Abuse Sexual Violence (DASV) Needs Assessment process. The service supports older victims of DA and SV across Cambridgeshire and Peterborough. The aim of this service, a part-time funded position, will be to provide expertise, support, advice and guidance to already established IDVA and ISVA teams. Twelve of the 16 tasks completed.</p> <p><b><u>New Deliverables</u></b></p> <ul style="list-style-type: none"> <li>• <b>Child and Adolescent to Parent Violence and Abuse</b>  <b>Update:</b> The purpose of this deliverable is to commission a provider to support and work with families experiencing Child and Adolescent to Parent Violence and Abuse (CAPVA). A tender has been released and evaluation of bids will be undertaken in March 2023.</li> <li>• <b>Explore the potential for support for victims of serious violence</b>  <b>Update:</b> There are a number of specialist support services commissioned for victims of serious DA or SV but none specifically for victims of other forms of serious violence. Initial scoping of this piece of work has commenced in partnership with the Constabulary</li> </ul>
5.4	<p><b><u>Ethical Policing– Priorities for Action</u></b></p> <p><b>What we will do:</b> We will ensure the police act with integrity and social responsibility, promoting a culture that is inclusive, diverse and takes equality seriously – from how they interact with the public they serve, to environmental sustainability.</p>

**Completed deliverables / activities of note:****• Cambridgeshire Constabulary Culture Statement**

**Update:** Culture statement developed and published by the Constabulary. Presented to the Commissioners Business Coordination Board on 23 February. At the request of Panel, report developed for Panel meeting 15 March 2023.

**Current Deliverables****• Independent Ethics Board**

**Update:** Scoping activity completed. This included an evaluation of the approach of the Constabulary's Ethics Panel to establish whether there is sufficient assurance mechanisms in place to meet to meet the requirements of this deliverable. That evaluation and the recommendations are currently with the Constabulary, dependent upon the outcome, further activities will be progressed.

**• Review Independent Custody Visitor**

**Update:** Activities ongoing. Structured self-assessment process being progressed. Submission of assessment against Quality Assurance Framework scheduled for 2023/24 Q2/Q3.

**• Annual Review Scrutiny Panels (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 will take place on 21 March 2023.

- **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.

- **Independent Custody Visitor Arrangements - Recruit additional Independent Custody Visitors (ICVs)**

**Update:** Independent custody visitor arrangements are in place. Information as to the operation of the arrangements made under Section 51 of the Police Reform Act 2002. As of February 2023 there remains 19 active volunteers. A further two are awaiting the outcome of the necessary vetting process. There are five applications in the pipeline.

- **Annual Sustainability Report 2022/23.**

**Update:** Development and publication scheduled to be completed in Q1 2023/24. The report will provide a summary of the activity and developments during 2022/23 and will include significant pieces of work and key decisions relating to sustainability.

- **Promoting Access to the Complaints System**

**Update:** Ensure that methods of promoting access to the complaints system within the local community are utilised such as through social media or local newspapers.

	<p><b><u>New Deliverables</u></b></p> <ul style="list-style-type: none"> <li>• <b><u>Produce and publish an Integrity Assurance Annual Report 2022/23;</u></b>  <b>Update:</b> Integrity Assurance Annual Report 2022/23. Development and publication scheduled to be completed in Q1 2023/24. A comprehensive report on Integrity has been requested by the Panel and is scheduled for the July Panel meeting.</li> </ul>
5.5	<p><b><u>Robust Enforcement– Priorities for Action</u></b></p> <p><b>What we will do:</b> We will ensure the police and other partners such as courts, prosecutors, probation, and local authorities are using criminal justice and other enforcement processes effectively to keep Cambridgeshire and Peterborough safe.</p> <p><b><u>Current Deliverables</u></b></p> <ul style="list-style-type: none"> <li>• <b><u>Ensure Constabulary progress in cutting crime and delivery against the National Crime &amp; Policing Measures<sup>1</sup>;</u></b>  <b>Update:</b> In relation to the prevention of crime and disorder the Elected Local Policing Bodies (Specified Information) (Amended) Order 2021 requires the publication a statement on the contribution on the Constabulary are achieving improvements against those priorities. This is embedded into business as usual. Assurance arrangements are in place through the Commissioner’s Business Co-ordination</li> </ul>

<sup>1</sup> Police and Crime Commissioners are required to provide a statement on the contribution of their force to achieving improvements against the national policing priorities. These were introduced in early 2021 and use a baseline of year ending June 2019. The measures under the national crime and policing measures are;

1. Reduce Murder and Other homicide
2. Reduce Serious Violence
3. Disrupt drugs supply and County lines
4. Reduce neighbourhood crime
5. Improve satisfaction among victims, with a particular focus on victims of domestic abuse
6. Tackle Cyber Crime

Board (BCB). These meet quarterly. Papers and minutes published on Commissioner's Website. The most recent meeting occurred on 23 February 2023.

### **New Deliverables**

- **Strategic Policing Requirement 2023.**

**Update:** Published on 20 February 2023 the 2023 version introduces Violence Against Women and Girls ("VAWG") as an additional national threat, and reaffirms the validity of the existing threats. The national threats set out in the SPR are:

- violence against women and girls
- terrorism
- serious and organised crime
- a national cyber incident
- child sexual abuse
- public order
- civil emergencies

The inclusion of violence against women and girls as a national threat sets clear expectations for:

- local and regional police capabilities to tackle violence against women and girls
- how local forces work with others, including collaborating with other agencies

Other changes include:

- a more detailed description of how threats should be tackled by police forces
- strengthened governance and assurance arrangements, including a requirement for more distinct references to SPR in police and crime plans

	<ul style="list-style-type: none"> <li>• an enhanced serious and organised crime section, to ensure prominence for crime types such as fraud and organised immigration crime</li> </ul> <p>It is acknowledged that this new deliverable may result in other pieces of work which are being scoped out.</p>
<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, this will be presented at the July Panel meeting.
<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>



## AGENDA ITEM 10

### CAMBRIDGESHIRE POLICE AND CRIME PANEL DRAFT AGENDA FORWARD PLAN 2023-2024

DATES	ITEMS
<b>15 MARCH 2023</b> 1:30pm Bourges/Viersen Rooms Town Hall Peterborough	<b>Review Actions &amp; Recommendations from the previous meeting</b> <b>Public Questions</b> <b>Approach to Comms &amp; Engagement</b> <b>Putting Communities First (Ensuring local concerns are addressed)</b> <b>OPCC – Forward Plan (Final Year)</b> <b>Meeting Dates and Agenda Plan</b>
<b>19 JULY 2023 - AGM</b> 1:30pm Bourges/Viersen Rooms Town Hall Peterborough	<b>Review Actions &amp; Recommendations from the previous meeting</b> <b>Public Questions</b> <b>Review of Complaints</b> <b>Police and Crime Commissioner’s Annual Report</b> <b>Integrity in Policing</b> <b>Rules of Procedure/Panel Arrangements</b> <b>Cambridgeshire Police and Crime Panel Annual Report</b> <b>Administration Costs &amp; Member Expenses</b> <b>Meeting Dates and Agenda Plan</b>
<b>13 SEPTEMBER 2023</b> 1:30pm Civic Suite Huntingdonshire District Council Huntingdon	<b>Review Actions &amp; Recommendations from the previous meeting</b> <b>Public Questions</b> <b>Serious Violence Strategy</b> <b>Harm to Hope Drug Strategy</b> <b>High Harms Board</b> <b>Meeting Dates and Agenda Plan</b>
<b>29 NOVEMBER 2023</b> 1:30pm Civic Suite Huntingdonshire District Council Huntingdon	<b>Review Actions &amp; Recommendations from the previous meeting</b> <b>Public Questions</b> <b>Commissioning and Grants</b> <b>OPCC – Forward Plan</b> <b>Meeting Dates and Agenda Plan</b>
<b>31 JANUARY 2024</b> 1:30pm Civic Suite	<b>Review Actions &amp; Recommendations from the previous meeting</b> <b>Public Questions</b>



<b>Huntingdonshire District Council</b> <b>Huntingdon</b>	<b>Precept Report 2024/2025 (full meeting – given importance)</b> <b>OPCC – Forward Plan</b> <b>Meeting Dates and Agenda Plan</b>
<b>14 FEBRUARY 2024</b> <b>1:30pm</b> <b>TBC</b>	<b>If needed (Veto)</b>
<b>13 MARCH 2024</b> <b>1:30pm</b> <b>TBC</b>	<b>Review Actions &amp; Recommendations from the previous meeting</b> <b>Public Questions</b> <b>Meeting Dates and Agenda Plan</b>