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| CAMBRIDGESHIRE POLICE AND CRIME PANEL | Agenda Item No. 8 |
| 13th November 2019 | Public Report |

Report of Cambridgeshire Police and Crime Commissioner

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MONITORING THE DELIVERY OF THE POLICE AND CRIME COMMISSIONER'S POLICE AND CRIME PLAN - COMMUNITIES THEME

1. PURPOSE

- 1.1 The purpose of this report is to update the Cambridgeshire Police and Crime Panel (the "Panel") on the delivery of the Communities theme within the Police and Crime Commissioner's (the "Commissioner") Police and Crime Plan (the "Plan").

2. RECOMMENDATIONS

- 2.1 The Panel is recommended to note the attached reports.
- 2.2 This new format of reporting given in this report seeks to provide the Panel with the opportunity to explore in-depth the progress on the Commissioner's strategy to deliver the themes within the Commissioner's Plan. Cambridgeshire Constabulary's (the "Constabulary") report on their work to delivery actions against the Communities theme is attached for information at Appendix 1.

3. TERMS OF REFERENCE

- 3.1 Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.

Item 8 - To support the effective exercise of the functions of the Police and Crime Commissioner.

4. BACKGROUND

- 4.1 Under the Police Reform and Social Responsibility Act 2011, the Commissioner is required to produce a Plan. The Commissioner's Plan became effective from the 1st April 2017 and is structured around four key strategic themes: Victims, Offenders, Communities, and Transformation. Each theme has its own aim and has a framework through a series of shared outcomes to enable all agencies with a part to play in community safety and criminal justice, to strategically direct the future delivery of services through these common goals. Each theme is supported by key objectives and priorities for action.
- 4.2 The purpose of this report is to provide an update on the activity undertaken and facilitated by the Office of the Police and Crime Commissioner (OPCC) to deliver the broader partnership support priorities set out in the Communities section of the Plan. The report also provides information, context and reporting against business intelligence information in the Plan, and information from the Constabulary. It also demonstrates collectively where those who are both responsible for, and those key to delivering the Communities Theme, have come from, where we are now, and what we wish to achieve in the future to prevent crime and thus reduce demand across all agencies.
- 4.3 The Communities Theme of the Plan has the Shared Outcome of 'Communities have

confidence in how we respond to their needs'; the Aim to 'Support safer and stronger communities', along with 10 'Priorities for Action'. As with all of the themes within the Plan, the Communities Theme and the work being undertaken to deliver it, are intrinsically linked to each. Key to delivery of the Communities Theme is a holistic countywide partnership approach to ensure community or place-based solutions become reality.

- 4.4 There are strong mechanisms in place to scrutinise the overall performance of the Constabulary, including the priorities and outcomes set out in the Plan. At the Commissioner's July 2019 Business Co-ordination Board (the "Board") meeting, the breadth and depth of the work to deliver the Commissioner's Communities Theme across the county, regionally and nationally was discussed. The minutes of the Board meeting relating to the discussions and holding to account on these reports can be found in the minutes of the July 2019 Board meeting (link given below).
- 5. Objective: Joining-up service provision to listen and respond to day to day community safety issues**
- 5.1 *Priority for Action: Bring together services and systems to respond to community issues in a sustained and co-ordinated way e.g. co-location, aligned activity and information sharing***
- 5.1.1 As the population across Cambridgeshire and Peterborough continues to grow, so too does the demand for policing. Whilst it is the Commissioner's job to make sure our police force has the number of officers and resources it needs to fight crime, it's important the Commissioner looks for new and innovative ways to meet that demand, especially as budgets are restrained by economic pressures.
- 5.1.2 Traditional approaches are not solving some of our county's toughest and often most complex challenges, including modern threats to community safety such as cybercrime as well as domestic violence and child sexual exploitation – crimes that often take place behind closed doors. Doing nothing is not an option: the public sector landscape can be overly complicated and structured so that professionals work in silos. There is then little opportunity to address the root causes of demand or common outcomes. This clearly needs to change and all agencies are looking at how they do this.
- 5.1.3 During the term of the Commissioner he has led significant work to simplify the partnership agenda. First by progressing an integrated Peterborough and Cambridgeshire countywide approach to managing risk. The OPCC clarified the need to improve accountability with regards to high risk safeguarding and community safety priorities between the Community Safety Partnerships (CSPs). The outcome of this review was the creation of county wide Delivery Groups working across Cambridgeshire and Peterborough for each identified priority. At the last Countywide Community Safety Strategic Board (the "Countywide Board"), chaired by the Commissioner, additional work was launched to further simplify the partnership landscape.
- 5.1.4 In order to progress work on prevention the following work streams were codified within the Countywide Community Safety Agreement:
- Healthy and Safer Schools
 - Children's Early Help
 - Access to employment for vulnerable groups
 - Think Resilience
 - Housing Trailblazer
- 5.1.5 Preventative work has been further developed in partnership with Cambridgeshire County Council and Peterborough City Council under the 'Think Communities' approach which is a pledge between the public sector and communities to solve problems together, make the best

use of resources and think differently about what communities need to thrive. The think resilience work and children's early help work have subsequently been embraced within the Think Communities work.

- 5.1.6 The additional support provided by the Commissioner has helped the Healthy and Safer Schools initiative provide training for head teachers in resilience. Resilience has been put at the centre of the Healthy Schools programme as it is known that when students have resilience, they are open to learning because they believe that they can learn; they are receptive to help and support because they know it is not a criticism of their abilities. Importantly for those children that have experienced childhood neglect or abuse, strengthening their resilience helps them to cope with the impact of such adverse events (known as Adverse Childhood Experiences or ACEs) upon their health and wellbeing.
- 5.1.7 The Housing Trailblazer programme has received funding from the Commissioner in order to support transformation work to prevent homelessness. Analysis of the Trailblazer project's first two years of operation has recently been undertaken. Based on the number of homelessness cases prevented, and the number of homelessness decisions, the ratio of costs to savings is showing that for every £1 spent on the Trailblazer Team and its projects from 2017 to 2019, more than £18 is saved from across the public sector.
- 5.1.8 The place-based partnerships are now evolving and are better aligned with the 'Think Communities' work, which together should improve community-led initiatives to prevent crime. The recently published Public Health England guidance on '*A whole-system multi-agency approach to serious violence prevention*' has highlighted the importance of a place-based approach. The new Place-based Partnerships will evolve and better align the place-based delivery by CSPs and Living Well Partnerships. Place-based Partnerships will ultimately be in a stronger place to embrace CSP statutory functions and improve flexibility of local delivery, led by communities and helping to improve community resilience.
- 5.1.9 Community Safety Officers attended a Think Communities workshop in June, looking at opportunities to transform place-based partnerships and to start thinking about the practical implications of this. The workshop was productive and helped highlight how, whilst partners were all at different starting points and systems remain complex, Officers are open to change. In October 2019, Community Safety Officers and Police Officers attended a Partnership Oriented Problem Solving Conference to further enhance training opportunities.
- 5.1.10 To support partnership working, the Commissioner has made funding of £288,000 available to CSPs across 2019/20 & 2020/21, with approximately £24,000 available to each CSP per year. Funding is linked to agreed delivery activities and grant agreements are in place. CSPs receiving grants will be accountable for delivering and reporting on their agreed delivery activities, structured in a two-year "Understand, Plan, Do, Review" cycle. Agreed delivery activities are aligned to supporting and developing the work streams identified in the Partnership Matrix¹. They are required to show how they are supporting and industrialising system-wide prevention work.
- 5.1.11 Fenland CSP have committed to developing the Homelessness Prevention work stream (Trailblazer). East Cambridgeshire CSP and Huntingdonshire CSP have committed to developing the Community Resilience work stream. South Cambridgeshire CSP are finalising a proposal. Cambridge City have been developing a proposal to reduce serious violence and opportunities remain open for Peterborough.
- 5.1.12 Panel Question: Given that Huntingdonshire and Peterborough are the pilot areas for the 'Think Communities and Place-Based Boards' initiative, what evaluation will be conducted of the successes and any problems with those pilots before Place-Based Boards are rolled out

¹<https://cambridgeshire-pcc.gov.uk/uploads/2019/04/Community-Safety-Partnership-Matrix-v-16.pdf>

elsewhere?

Response: The Think Communities partnership approach was set up in 2018 with the overall aim of creating a shared vision, approach and priorities for building community resilience across the county, so that those delivering public services are able to work together more effectively together with communities at the heart of everything they do. Cambridgeshire County Council and Peterborough City Council are providing strategic leadership and system facilitation work which will include:

- providing strategic advice and setting the framework for Think Communities
- understanding the issues and barriers, including what does and doesn't work across Cambridgeshire and Peterborough and working across the system to resolve
- supporting services and organisations to embed the Think Communities model
- holding the system to account for delivery
- providing the system leadership and engagement to drive Think Communities
- acting as a neutral arbiter across stakeholders, if required

The Countywide Board has received regular updates on the development of the Think Communities work stream, enabling partners to engage, feedback and share learning to date. In October 2019, the Countywide Board received an update on the work within Huntingdonshire. Within this a description was given on the 'Discover, Define, Develop and Deliver' framework they are using to transform place-based working. This process of 'Discover, Define, Develop and Deliver' is a reflective approach which will ensure evaluation is built into the development and operation of Huntingdon's Place-Based Board.

5.1.13 Panel Question: How will the Commissioner ensure that Place-Based Boards help achieve his Plan objectives for safer communities more effectively than CSPs?

Response: One of the Communities objectives listed in the Plan is to "Bring together services and systems to respond to community issues in a sustained and co-ordinated way". The Think Communities partnership approach clearly supports this objective.

The governance model for Place-based Boards, for any areas that chose to adopt them, are initially likely to build on the governance models of CSPs and Living Well Partnerships. These are existing Place-based Boards, with defined statutory functions and have their own existing governance arrangements. Any statutory functions held by existing Place-based Boards will remain statutory functions of any new co-ordinated Place-based Board.

The Commissioner already utilises legislative provisions as set out in the Countywide Community Safety Agreement to drive efficiency and effectiveness within the place-based partnership landscape which includes CSPs.

In line with the legislative provisions, the Commissioner provides grant funding to support the work of CSPs to more effectively work together to develop and deliver preventive and early intervention work.

The Commissioner also utilises the legislative provision to bring together representatives of Responsible Authorities² to assist in the formulation and implementation of relevant strategies.

The Commissioner will continue to use these statutory instruments to support Place-based Boards, where they fulfil the statutory roles of CSPs.

The Commissioner will also, with the support of the Countywide Board, update the Countywide

² Local Authorities, Police, Fire and Rescue Service, National Probation Service, Clinical Commissioning Group, Community Rehabilitation Company as defined in The Crime and Disorder Act 1998

Community Safety Agreement to reflect any new and emerging structures. The Commissioner and the OPCC remain engaged in the transformation process and will continue to have representatives attend place-based meetings to maintain a strong understanding of the strategic issues and blockers to effective partnership working.

It should be noted that CSPs, as Place-based Boards are scrutinised by their local authorities' relevant committee, providing key elected member involvement in the process, and placing a responsibility on elected members to ensure place-based boards are effective.

The recently published Public Health England guidance on preventing serious violence (as referred to above) identified the importance of a Place-based approach.

5.1.14 *Panel Question: In relation to funding bids for specific areas of work, could the Panel be informed on how these are assessed.*

Response: The Commissioner has made funding available to CSPs in 2019/20 & 2020/21, with approximately £24,000 available to each CSP per year. Whilst the Commissioner is not a Responsible Authority (as set out in the Crime and Disorder Act 1998), he is the only organisation making additional funding specifically available to CSPs.

The Commissioner continues to issue Crime and Disorder Reduction Grants for the purpose of securing, or contributing to securing crime and disorder reduction. The funding made available for these grants is not ring-fenced funding, and recognising the positive impact this funding can have, the commissioner continues to make funding available, which means it is not available for mainstream policing.

Any funding awarded is linked to a grant agreement and agreed delivery activities. CSPs receiving grants will be accountable for delivering and reporting on their agreed delivery activities, structured in a two-year "Understand, Plan, Do, Review" cycle. Some CSP areas follow "OSARA" (Objectives, Scanning Analysis, Response, Assessment), or "Double Diamond" (Discover, Define, Develop, Deliver) problem solving processes to understand local issues before designing a response. The Commissioner is happy that these processes closely align to the 'Understand, Plan, Do, Review' cycle.

The Commissioner remains committed to a flexible grants process which allows for CSPs to complete problem solving processes and understand areas of work as part of the grants assessment and monitoring process.

Where CSPs have not bid for funding for a full two years, the delivery and reporting processed will be suitably scaled to an appropriate timeline agreed with CSPs. Agreed delivery activities are aligned to supporting and developing system-wide preventative work streams identified in the Countywide Community Safety Agreement, and are mindful of the ongoing development of the Think Communities programme.

5.1.15 *Panel Question: What are the criteria for assessment, who is involved in the assessment process?*

Response: In January 2019, ahead of the start of the 2019/20 financial year, correspondence was sent to all CSPs outlining the direction to align CSP funding to the agreed countywide prevention work streams. This direction, aimed to support CSPs as system leaders and was endorsed by the Countywide Board. The OPCC Commissioning Team work to gain all relevant information to inform the Commissioner and seek his guidance or approval for progressing any funding decisions. This process is proportionate to the sums involved and is aimed at supporting CSPs to transform how Responsible Authorities' work together and reduce crime and disorder.

5.2 *Priority for Action: Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need*

5.2.1 The Commissioner received performance information regarding public contact at his July 2019

Board meeting. Assurance was given in response of handling the continual increase in 999 calls. As reported at the Board meeting, the number of 999 calls received by the Constabulary continues to increase with the 12 month rolling total to the end of May 2019 being the highest since January 2010. There is a continued increase in the use of web-chat and online reporting.

5.2.2 Business Intelligence Information – Call Handling

The most recent contact statistics for the Constabulary for the period January to September 2019 are given below with percentage change from previous period given in brackets, with the same period for the previous year given as a comparison, along with the 12 month period in 2018.

| | 999 | 101 | All on-line reports | Web-chat | Total |
|------------------------|------------------|-------------------|----------------------------|------------------|------------------|
| Jan – Sept 2019 | 101,926 (+5%) | 208,750 (-13%) | 14,335 (+112%) | 15,410 (+31%) | 340,421 (-3%) |
| Jan – Sept 2018 | 96,457 | 239,473 | 3,988 | 11,254 | 351,172 |
| Jan – Dec 2018 | 130,142 | 320,888 | 5,661 | 151,36 | 471,827 |

5.3 ***Priority for Action: Reassure the public of the Constabulary’s commitment to local policing to maintain public confidence and deal with issues of local concern such as road safety, anti-social behaviour and Hate Crime***

5.3.1 At the July 2019 Board meeting the Commissioner raised his concerns regarding the decline in public confidence and satisfaction with service delivery. The Assistant Chief Constable gave assurance that there is a recognition and real drive at Chief Officer level and through the Constabulary of the need to improve in a number of areas of service delivery, acknowledging in particular that there is a need to improve communication with the public.

5.3.2 The Commissioner has sought assurance that the 50 additional Police Officer posts secured as part of the 2019/20 precept rise are being invested in neighbourhood policing and should be in place by September (the first 30) and January (the other 20). This, and the strategy underpinning this, was welcomed by the Board, which would support both the Chief Constable’s vision and the objectives within the Commissioner’s Plan.

5.3.3 The Commissioner welcomes the Home Secretary’s funding uplift of 20,000 officers nationally, which will see the Constabulary recruiting 62 new officers over the 12 months to the end of 2020. This significant uplift and the additional 50 posts (referred to above) will help to meet increased demand and provide better outcomes for communities and victims. It will also allow increased investment in preventative work. There will be further discussion at a future Board meeting on the Constabulary’s work to understand the impact of the additional officer on public confidence and satisfaction with service delivery.

5.3.4 Business Intelligence Information – Public Confidence Business Intelligence Information – How safe do communities feel?

The management information underlying the Communities Theme is the confidence measure from the Local Policing survey in Cambridgeshire. The Constabulary’s Local Policing survey is completed by the internal Telephone research team who conduct telephone surveys with members of the public living in Cambridgeshire. These telephone numbers are either landline or

mobiles. In the 12 months from May 2018 to May 2019 over 1,050 people have been surveyed.

5.3.5 The proportion of people who believe that the Constabulary are dealing with things that matter to them in their local community has fallen with 58.3%(n=985) of respondents surveyed in the last year saying they agree with that statement compared to 64.3% in year ending June 2018. This is also mirrored by the Nationally the Crime Survey of England and Wales (CSEW)³ has also seen a reduction in the proportion of people who believe that their local force is dealing with things that matter to them. Overall they found that 59.4%⁴ of respondents agreed that the Police are dealing with local concerns this is compared to 60.6% for the previous year.

5.3.6 The Local Policing survey has shown an increase in the long term trend for the proportion of respondents who are happy with the overall police activity in their area, with an increase recorded each month for the last three months. For the year ending May 2019 58% (n=987) of respondents were satisfied with the Police activity in Cambridgeshire.

5.3.7 *Business Intelligence Information – Hate crime statistics (latest figures cited are those publicly available to the end of May 2019)*

The rolling 12 month total of hate crime up to the end of May 2019 is on an upwards trajectory with Cambridge City and Peterborough driving the increase. Hate crime and incidents remain underreported and work is ongoing to increase reporting.

In the 12 months to May 2019, 88 victims of hate crime have been surveyed to find out their opinion on how the Constabulary handled their investigation. 67% of respondents said they were at least fairly satisfied with the experience compared to 79.2% in the year ending May 2018.

Hate Champions are identifying hard to reach communities and engaging in order to increase reporting. Each hate crime and incident is reviewed by the hate crime coordinator. This is to ensure that the crime is allocated accordingly, that the victim is referred to the Constabulary's Victim and Witness Hub where appropriate and there is a suitable investigation plan. By reviewing these crimes and incidents it has been noted, by the hate crime coordinator, that the use of community resolutions as a disposal is limited. There have been no community resolutions on any hate crime since March 2019.

5.3.8 *Panel question: How can the Commissioner assure the Panel that he has considered the anticipated community tensions post Brexit and that plans have been made to identify and intervene early?*

Response: The Chief Constable regularly provides updates to the Commissioner regarding the Constabulary's and the national police service response to preparations for Brexit. The Panel are asked to refer to the Constabulary's report to the Commissioner's Board on the 9th October 2019 entitled 'Cambridgeshire Constabulary EU Exit Preparedness'.

5.4 *Priority for Action: Extend the use and scope of police powers inside and outside the Constabulary*

³ <https://crimesurvey.co.uk/en/index.html>

⁴ Data from ONS: Table S18: Attitudes to local police, by police force area, English regions and Wales, year ending March 2018 CSEW1

- 5.4.1 The Community Safety Accreditation Scheme (CSAS) powers give relevant policing powers, at the discretion of the Chief Constable, to those working in community safety roles. The helps community safety workers carry out their roles more effectively in Cambridgeshire. Through signing a formal agreement, the CSAS gives trained staff various powers which include;
- requesting the name and address of anyone acting in an anti-social manner
 - confiscating alcohol from anyone under 18 years of age and tobacco from anyone under 16 years of age
 - directing traffic
 - giving out a Penalty Notice for Disorder for various anti-social behaviour offences.
- 5.4.2 Currently there are four schemes operating in Cambridgeshire: Addenbrookes Hospital, Cash and Traffic Management Limited, Combined Services Provider, and South Cambridgeshire District Council. Further details are on the Constabulary's website.
- 5.4.3 The issue of parking is one that attracts significant public interest and concern, and a recurring issue that is raised with the Commissioner. Cambridgeshire's devolution deal commits local authorities to explore the transfer of powers between the Combined Authority, the County Council, District Councils, and Parish Councils to deliver the most efficient and effective public services. Extending civil enforcement could be self-funding and allow policing to focus on higher harm issues.
- 5.4.4 Both Cambridge City Council and Peterborough City Council has de-criminalised parking infringements and is aware that Fenland District Council is considering this as an option. Both the Commissioner and the Constabulary are keen that a county-wide solution to this issue is found and not one that the police should be responsible for. The Commissioner and the Chief Constable are to meet with the remaining District Councils for them to consider taking forward de-criminalisation.
- 5.5 *Priority for Action: Jointly engage with all communities to understand and respond to local concerns***
- 5.5.1 The Commissioner continues to work with the Constabulary and other partners to ensure local concerns are listened to and addressed. He does this at a number of levels, from engagement tactics as listed below, to chairing countywide boards.
- 5.5.2 The Commissioner continues to engage with communities, listening and responding to local residents in a number of ways including regular 1-1 public surgeries, Parish Council Meetings, public surveys, contact points and street surgeries. People living and working in the county are encouraged to contact the Commissioner through press releases, columns in local papers, a regular newsletter, surveys and social media. The Commissioner's website contains all external communications and a wealth of visual information on his wide ranging day to day engagement activities. Last month (October) the Commissioner was involved in a successful event to celebrate differences in communities and stop hate crime.
- 5.5.3 On average per month the Commissioner receives over 130 pieces of correspondence, holds one public surgery, proactively and reactively engages with the media, and attends numerous external events within the communities and partners. Additionally, engagement through the Commissioner's social media accounts continues to grow with over 3,700 followers on Twitter and almost 80,000 people reached via Facebook posts.
- 5.5.4 A key area of concern is road safety. The Commissioner continues to fund a Road Safety Casualty Reduction Officer, increasing the Constabulary's capacity to work with local partners and educate road users about road safety. The Casualty Reduction Officer has reported particular success engaging with schools and young people through supporting the delivery of the Drive iQ training programme, also funded by the Commissioner. The Deputy Police and Crime Commissioner now chairs the Road Safety Partnership and is ensuring that they update their strategy and ensure an effective wider road safety action plan is in place.

5.5.5 To date, 2,000 people now contribute to Speedwatch schemes across the county, acting as the eyes and ears in communities alerting officers to local issues. Community Speedwatch is operated by the Constabulary in partnership with local councils and other agencies. The scheme relies on the support of community volunteers and team of Police Support Volunteers to be such an effective and useful resource in tackling speeding. The contribution they make is invaluable. To have 2000 people signed up to keep Cambridgeshire's roads safe in a county the size of ours is impressive.

5.5.6 *Business Intelligence Information – Killed and Seriously Injured (KSI) casualties:*

Publically available Department for Transport (DfT) statistics shows that there were 29 people killed and 438 seriously injured in Cambridgeshire in 2018⁵. This was a significant reduction in the number of people killed in Cambridgeshire and Peterborough in 2017, when 48 people were killed and 436 seriously injured. DfT data sets are released each calendar year, so figures for 2019 have not yet been completed.

5.7 *Priority for Action: Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime*

Priority for Action: Promote public involvement through active participation and support initiatives aimed at building community understanding and resilience

5.7.1 The Commissioner continues to fund a number of 'Watch Schemes' encouraging members of the public to become active citizens. A Watch Coordinator funded by the Commissioner sits within the Constabulary to support communities to set up Neighbourhood Watch and Speedwatch schemes. There is also an active Countryside Watch in Cambridgeshire.

5.7.2 The Commissioner continues to support Neighbourhood Watch volunteers across the county and has regular 1-1 meetings with the Neighbourhood Watch Chair. He also attended the Neighbourhood Watch Conference and regularly supports activities, using these as engagement opportunities to thank volunteers and remind them of the vital role they play in terms of providing local intelligence to the Constabulary. The Commissioner encourages members to contribute to community social media groups, to help reassure people when local crimes are being reported and to continue to report concerns to the police.

5.7.3 The Commissioner's Youth and Community Fund, now in its 4th year, which supports young people to actively participate and contribute where they live, helping them to become positive citizens and lead more fulfilling lives.

5.7.4 Over the last six months, the Commissioner has funded 17 grass roots projects helping young people across Cambridgeshire and Peterborough to get involved in their local communities. This total funding to date is £42,085.

5.7.5 The Commissioner also manages the Independent Custody Visitors scheme which involves volunteers making unannounced visits into police custody to check on the treatment and welfare of detainees. A recent campaign attracted 12 new volunteers into the scheme who are currently undergoing training.

5.7.6 The Commissioner and the Constabulary both acknowledge the good work being undertaken in support of them by citizens in policing, providing real benefits to communities and the policing family.

5.8 *Priority for Action: Educate and support local people to recognise vulnerable members of their community and know how to help them*

5.8.1 The OPCC have provided support to The Cambridgeshire and Peterborough Against Scams Partnership (CAPASP), recognising this was both an issue of significant public concern and an

⁵ <https://www.gov.uk/government/collections/road-accidents-and-safety-statistics>

area where the assets and skills of the community can be used to address risk and support vulnerable members of their community.

- 5.8.2 Launched in December 2018, a model has been developed by CAPASP using an asset based community development approach which successfully builds on the strengths within communities. A three-tier model governance and delivery model has been developed involving a Board, Board Advisors and Supporters. The partnership which involves public sector, businesses, and the voluntary sector has (to date) registered 2,787 Friends Against Scams, and created 16 Scam Champions. Board members include victims and community organisations working with vulnerable people.
- 5.8.3 The Board brings together key bodies such the Constabulary, the OPCC, Age UK Cambs & Peterborough, Fenland CSP, South Cambs CSP, East Cambs CSP, The Bobby Scheme, NatWest Bank, Neighbourhood Watch Cambridgeshire, Cambridgeshire County Council, Cambridgeshire Fire and Rescue Service, Peterborough City Council, Care Network, Safe Local Trades, Citizens Advice Peterborough, Wisbech Town Council and Eastern Region Special Operations Unit.
- 5.8.4 Supporters tap in to the capacity of local voluntary groups and people. Supporters:
- receive and share communications
 - carry out the '5 Simple Steps' to protect their friends, neighbours, customers etc. from scams
 - encouraged to self-serve from downloadable resources available on the CAPASP website
 - identify of scam Champions

This approach to developing the skills of the community and tapping into the new energy to help could be replicated for other topics of importance for the community.

- 5.8.5 Supporters are becoming increasingly active, examples include partner participation in Scams Awareness Fortnight (10th – 23rd June) and Neighbourhood Watch Week (17th – 23rd June), scams awareness events including one specifically for businesses in September with Barclays Bank and the very recent 'Community Eyes and Ears' event in Ely in October 2019.
- 5.8.6 At the Commissioner's July 2019 Board meeting, the beneficial work of the CAPASP to increase public involvement to improve community understanding and resilience was discussed. 20 organisations were currently supporting activity, which was a demonstration of excellent active citizenship and providing a beneficial return on a minimal monetary investment.
- 5.8.7 The Commissioner continues to engage with people living and working in rural communities. He regularly attends partner meetings hosted by Countryside Watch and the National Farmers' Union as well as representing issues such as hare coursing at regional and national level. Recognising that tackling rural crime cannot be done in isolation, work to progress a Rural Crime Advisory Group continues with plans in place, members to be identified, and meeting dates to be arranged.

6. Objective: Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust

6.1 *Priority for Action: Ensure there are recruitment, retention and progression policies that result in a police force that is representative of the communities we serve*

- 6.1.1 The National Police Chief Councils' (NPCC) and Association of Police and Crime Commissioners Policing Vision 2025 states that (by 2025) policing will be a profession with a more representative workforce that will align the right skills, powers and experiences to meet challenging requirements. The Constabulary aims to meet the demands of the communities by embracing and valuing equality and diversity.
- 6.1.2 In order to ensure equality and diversity is considered in everything the Constabulary do, one of their six core objectives relates to building a diverse workforce through shaping their recruitment, retention and progression activity of Officers and staff. The Constabulary are actively using positive action to engage with minority and under-represented groups and encourage applications from a wide range of applicants. They are working in line with the

6.1.3 The Commissioner gains assurance regarding both the Constabulary and the wider tri-force equality and diversity work by his office being a member of the respective Equality, Diversity and Inclusion Boards. The action being undertaken in respect of recruitment, retention and progression policies are discussed and monitored. The Constabulary report annually (in July) on the previous financial years' equality and diversity. Therefore, the latest publicly available figures for April 2018 – March 2019 are given below. Over this period there has been a positive increase in the number of BME officers but it is recognised this is below the national average. Recruitment during that reporting period did however deliver an increase in both BME and female officers.

6.1.4 The Constabulary's Police Officer recruitment for 2019/20 as originally planned for is on track to have the 1497 establishment by the end of March 2020; a record numbers of Officers. As part of the uplift in Officers, the NPCC Toolkit advocates a range of ways in which police forces can pro-actively undertake diversity recruitment with a priority focus on BME. The Deputy Chief Constable is leading the tri-force Policing Uplift Programme Board to deliver the recruitment for all three forces, with actions being undertaken in line with the national toolkit. Action such as looking to encourage greater access to the recruitment process using community located venues where Officers from diverse communities can share their experiences, and the provision of mentoring and coaching at all stages of the recruitment process, aims to encourage applicants representative of the county.

6.1.5 Business Intelligence Information – Workforce diversity

The latest published information regarding the Constabulary's workforce is to 31st March 2019 is as follows, with figures as at March 2016 given as comparison. The local population BME figure of 9.7% is based on the 2011 Census. (*Figures shown are headcounts and exclude career break and secondment (external and regional)*).

| | Representation | March 2016 | March 2019 |
|-------------------|----------------------------|-------------|--------------|
| All | Police Officer | 1381 | 1418 |
| | Police Staff | 847 | 934 |
| | PCSO | 141 | 88 |
| BME | Police Officer numbers & % | 33 (2.4%) | 57 (4.02%) |
| | Police Staff numbers & % | 23 (2.7%) | 36 (3.85%) |
| | PCSO numbers & % | 12 (8.5%) | 8 (9.09%) |
| Female | Police Officer numbers & % | 420 (30.0%) | 447 (31.52%) |
| | Police Staff numbers & % | 521 (61.5%) | 586 (62.74%) |
| | PCSO numbers & % | 75 (53.0%) | 49 (55.68%) |
| Disability | Police Officer numbers & % | 90 (6.5%) | 81 (5.71%) |
| | Police Staff numbers & % | 101 (12.0%) | 82 (8.78%) |
| | PCSO numbers & % | 7 (5.0%) | 4 (4.55%) |

6.2 **Priority for Action: Ensure each member of the police force delivers the highest professional standards in service to the public, demonstrating the values of respect, honesty, integrity, openness and selflessness, in line with the Code of Ethics**

6.2.1 The Commissioner has a statutory responsibility to monitor the police complaints system. This is carried out in a number of ways from correspondence received into his office, dip sampling of

the Constabulary's complaint handling, through to being represented on the Professional Standards Department Governance Board, and meetings with the Independent Office of Police Conduct. The Governance Board meets every three months and is chaired by the Constabulary's Deputy Chief Constable with senior level membership from the Constabulary, Bedfordshire Police and Hertfordshire Constabulary, along with the Bedfordshire, Cambridgeshire, and Hertfordshire OPCCs. The Board is responsible for the governance and oversight of all PSD business.

6.2.2 Business Intelligence Information – Complaints

| | 2017/18 | 2018/19 |
|---|------------------------------------|------------------------------------|
| Complaint cases recorded | 328 | 338 |
| Number of allegations recorded <i>(Note: a complaint case can have more than one allegation)</i> | 791 | 783 |
| Number of allegation per 1,000 employees (<i>national average given in italics</i>) | 315 (274) | 304 (264) |
| Highest type of allegations (<i>as defined in statutory guidance</i>) | 'Other neglect or failure in duty' | 'Other neglect or failure in duty' |
| Means by which allegations finalised <i>(Note: these figures take account of cases that may have been recorded in the previous financial year but finalised in 2018/19)</i> | | |
| Local Resolution | 478 (56%) | 371 (49%) |
| Investigation | 287 (33%) | 314 (42%) |
| Withdraw, discontinued and disappplied | 94 (11%) | 69 (9%) |

Source: 'Police complaints: Statistics for England and Wales 2018/19', IOPC

7. Next Steps

7.1 A report to the September 2019 Business Co-ordination Board on prevention identified areas for additional action. These included:

- Working with partners to converge approaches to vulnerability, spanning health & wellbeing, safeguarding and community safety.
- Promoting development of a system wide youth strategy.
- Linking closely to new developments within probation and considering what future investment in needed to improving pathways which reduce re-offending.
- Creating strong links between neighbourhood policing and the emerging place based boards.

8. APPENDIX

Appendix 1 'Police and Crime Plan – 'Update on Performance and Communities Theme – Cambridgeshire Constabulary work to deliver actions', Agenda Item 9.2, Business Co-ordination Board, 31st July 2019

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