

# ANNUAL REPORT

## APRIL 2019 - MARCH 2020



### Victims

Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support

### Offenders

Offenders are brought to justice and are less likely to re-offend

### RAY BISBY

ACTING POLICE  
AND CRIME  
COMMISSIONER FOR  
CAMBRIDGESHIRE  
AND PETERBOROUGH

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### Transformation

We deliver improved outcomes and savings through innovation and collaboration

### Communities

Communities have confidence in how we respond to their needs

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# FOREWORD

From **Ray Bisby**, Acting Police and Crime Commissioner for Cambridgeshire and Peterborough

*During the reporting period (April 2019 until March 2020), the role of Police and Crime Commissioner was initially covered by Jason Ablewhite until his resignation in November 2019. Ray Bisby was then appointed Acting Police and Crime Commissioner by the Police and Crime Panel. For the purposes of this Annual Report, the role will be referred to as 'the Commissioner' throughout.*

Welcome to my Annual Report which covers the period April 2019 to March 2020.

I am pleased you have taken the opportunity to find out more about what I am doing to make sure your views are listened to whilst supporting and challenging the Chief Constable to deliver the best possible police service for our communities.

At the time of writing, the country is emerging from lockdown following the spread of Coronavirus. This is a time like no other, one which pushes our NHS to its limits, a time which has seen many lose loved ones and one which continues to bring us together to play our part in bringing this emergency to a close.

I want to start by thanking all the officers, staff and volunteers at Cambridgeshire Constabulary who have continued to demonstrate professionalism, passion and sheer endurance over the past 12 months.

The year has seen many challenges for all of us.

Following emergency legislation put in place by government in response to Coronavirus, I will now hold the term of office as Acting Police and Crime Commissioner until May 2021.

Having served as Deputy Police and Crime Commissioner for just under two years, I have fully embraced my new role, supporting the Chief Constable and partners to ensure

that the aspirations set in the existing Police and Crime Plan continue to drive forward positive change for the county during these uncertain times.

Over the last 12 months, demand for policing has continued to increase with a steady growth in population across our county and the need to tackle serious crime such as domestic abuse, child sexual exploitation and 'county lines' criminal gangs. Whilst our county has not seen the level of violent crime witnessed in some places, knife crime has continued to blight communities. I was therefore pleased to see our county receiving a share of government funding last year to support young people away from violent crime.

Thanks to the national 'uplift' programme and additional police officers recruited through the 2019/2020 policing part of council tax, officer numbers continue to grow to meet increased demand.

Crime cannot be tackled in isolation. It is important that we continue to invest in early intervention and preventative work, understand what makes people commit crimes and how we can best support victims.

Cambridgeshire Constabulary remains one of the lowest funded forces in the country therefore, together with the Chief Constable and local MPs, I will continue to fight for fairer funding.

I want to end by reminding you that I am here to listen to your concerns. Details of how to contact me can be found towards the end of this Annual Report.







# WHAT DO POLICE AND CRIME COMMISSIONERS DO?

New legislation brought in by the government in response to the Coronavirus health emergency confirmed that Police and Crime Commissioner (PCC) elections are now postponed until May 2021.

As such, Acting PCCs can exercise all the powers that elected PCCs have apart from varying or issuing a Police and Crime Plan.

In Cambridgeshire, this means Ray Bisby remains in an 'acting' position as he has not been elected into the role. He will continue to use his powers to keep communities safe, making decisions in line with existing decision making policy.

## Police and Crime Commissioners are elected every four years to:

- Secure an efficient and effective police force for their area;
- Appoint the Chief Constable, hold them to account for running the force, and if necessary, dismiss them;
- Set the police and crime objectives for their area through a Police and Crime Plan; or, as above, in an 'acting' position, continue to deliver existing objectives;
- Set the force budget and determine the precept (policing part of the council tax);
- Contribute to the national and international policing capabilities set out by the Home Secretary; and;
- Bring together community safety and criminal justice partners, to make sure local priorities are joined up.

Holding the Chief Constable to account for the operational delivery of policing is one of the Commissioner's key roles.

The Commissioner does this by supporting and scrutinising the Chief Constable in a number of ways, including regular face to face meetings and through his Business Co-ordination Board. His staff also sit on a number of other boards and forums to represent and observe progress on Police and Crime Plan priorities.

Police and Crime Commissioners are not permitted by law to interfere with the operational independence of the Chief Constable and their force. All operational decisions, for example, investigating an

incident, or allocating police officers to specific locations, must be made by the Chief Constable.

Strategic partners such as local authorities, Community Safety Partnerships, and Cambridgeshire and Peterborough Clinical Commissioning Group, also have a part to play in delivering the objectives set out in the Commissioner's Police and Crime Plan.

In order to support, challenge and find solutions to delivering those objectives, the Commissioner chairs a number of countywide boards, such as the Cambridgeshire and Peterborough Countywide Community Safety Strategic Board and the Cambridgeshire Criminal Justice Board.

The Commissioner also monitors the performance of the Constabulary on policing functions which are shared with two other forces: Bedfordshire Police and Hertfordshire Constabulary. Known collectively as the Bedfordshire, Cambridgeshire and Hertfordshire Tri-Force Strategic Alliance (BCH), these include support services and specialist functions such as Armed Policing, Forensic Services and Human Resources.

He also monitors performance over a wider seven police force strategic alliance, comprising of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk, and Suffolk.

The Police and Crime Panel continues to have a role in scrutinising the decisions and actions of the Acting Commissioner.

# THE POLICE AND CRIME PLAN 2017-20

## COMMUNITY SAFETY AND CRIMINAL JUSTICE WORKING TOGETHER TO KEEP CAMBRIDGESHIRE SAFE



As Acting Police and Crime Commissioners have all the powers that PCCs have apart from issuing or varying a Police and Crime Plan, the current Plan will be extended until May 2021.

The previous Commissioner's Plan, published in 2017, focuses on victims, offenders, communities and transformation, putting victims at its heart, bringing offenders to justice and deterring them from re-offending.

The Plan also looks to increase public participation in creating stronger, safer communities and, in the face of complex economic and social pressures, works in partnership to transform the way policing services are delivered through collaboration and new technology.

It is important to note that the Plan does not work in isolation. It seeks to drive changes to the way public services work together in the county, aligning activity, improving efficiency and reducing cost.

## THE COMMISSIONER LISTENS AND RESPONDS IN A NUMBER OF WAYS:

- Providing opportunities to listen, inform and respond to public concerns;
- Ensuring the voice of the public is evident in the Police and Crime Plan;
- Influencing, challenging and supporting national, regional and local policies and initiatives;
- Enabling volunteers to support the police;
- Finding solutions to complex problems through partnership working;
- Ensuring financial and decision making information is easily available.

## BETWEEN APRIL 2019 AND MARCH 2020, THE POLICE AND CRIME COMMISSIONER ENGAGED IN:



# WHERE DOES THE MONEY COME FROM?

For this Annual report year (April 2019- March 2020), the Police and Crime Commissioner received £146.4m of funding. The total budget requirement (for Cambridgeshire Constabulary and the Office of the Police and Crime Commissioner) was £147.9m. Reserves of £1.5m were budgeted to cover the shortfall. In Cambridgeshire, police funding comes from three main sources: a central Government grant, local council tax (policing part of the precept) and other grants, including support for victims of crime.

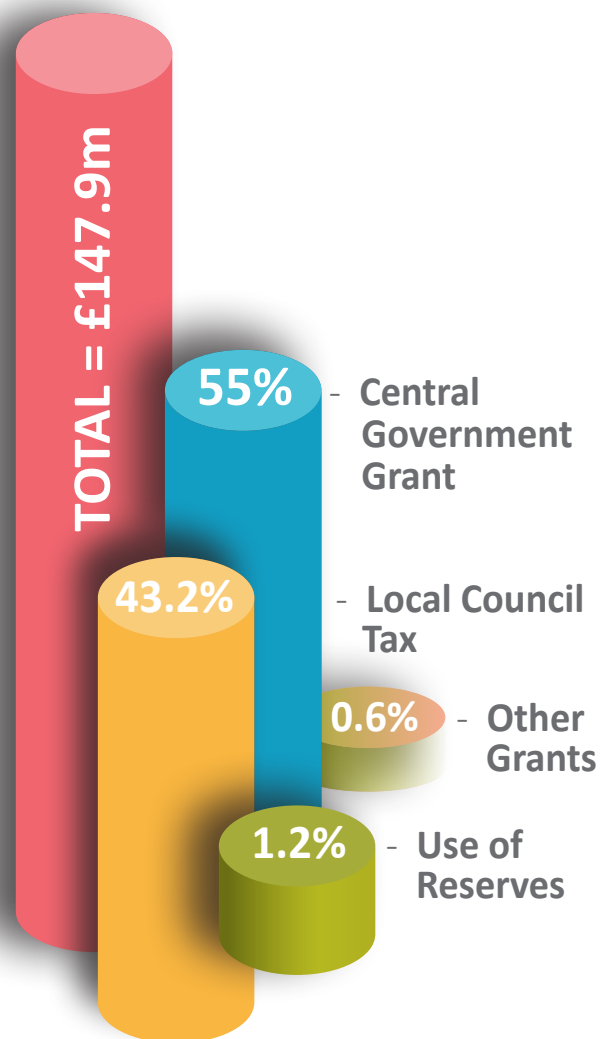
Each year, the Commissioner receives the funding and is responsible for how it is spent. He consults with the Chief Constable to decide how the money is allocated for policing. The Chief Constable has responsibility for the financial management of Cambridgeshire Constabulary within the agreed budget allocation, for example how many police officers and staff are recruited.

For the financial year, April 2019 until March, 2020, the Commissioner asked members of the public to tell him how much they were willing to support policing in a short survey launched in January 2019.

A clear theme amongst respondents to the survey was that people were prepared to pay more if the money was spent on neighbourhood policing.

Over 1,197 people responded to the survey online with the majority strongly agreeing that officers need to have the equipment, training and staff support behind them (for example training officers and call handlers) to keep people safe.

The Commissioner agreed that the additional precept would fund up to 50 additional warranted officers. The policing part of the council tax was raised, as a result, by £24 per year (for Band D homeowners).

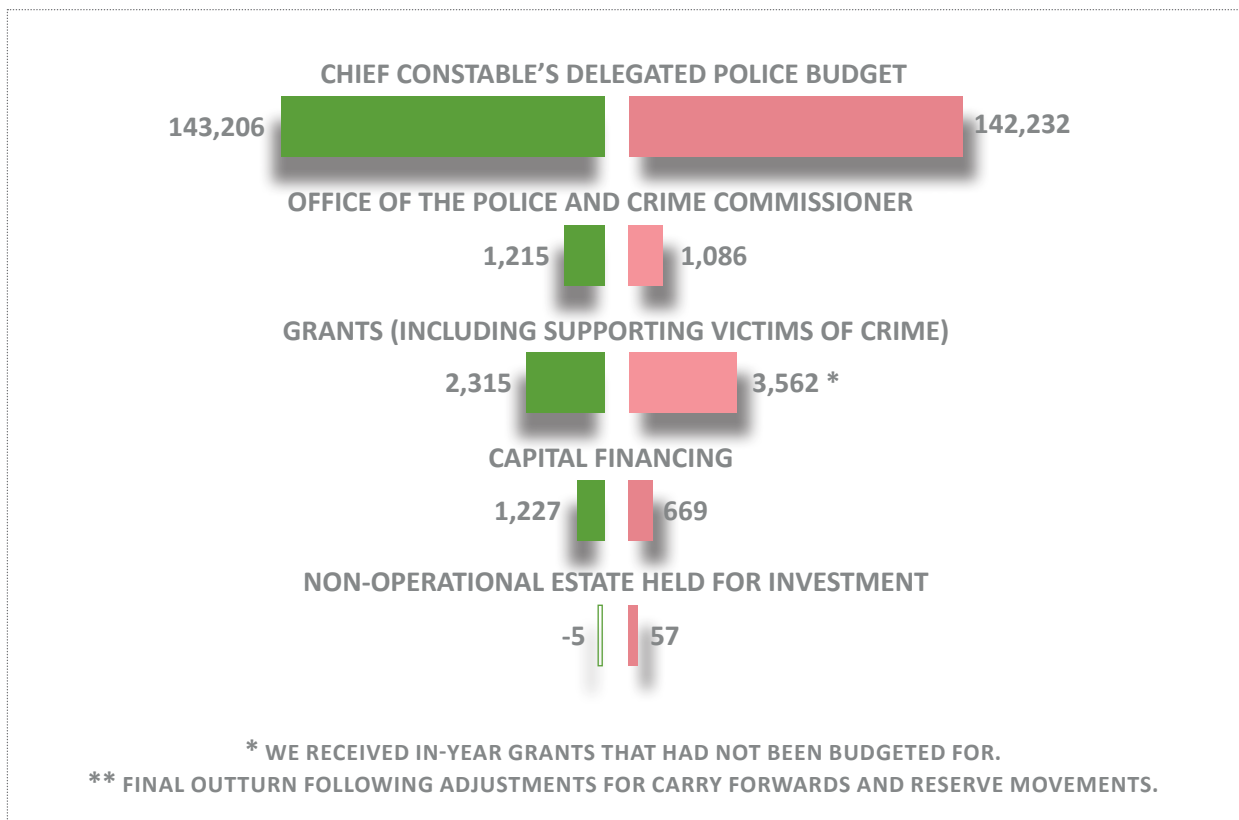
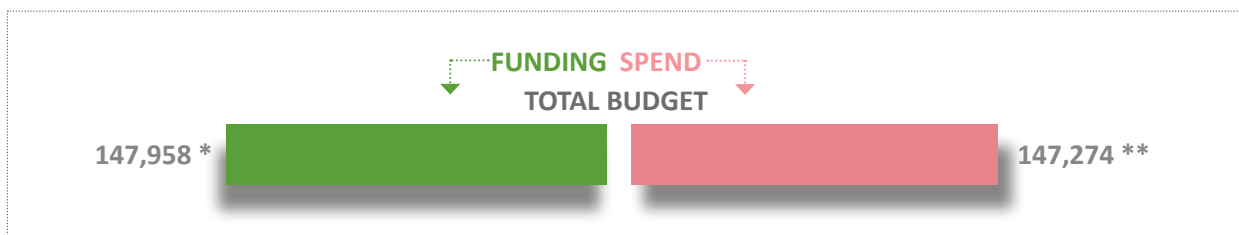


## FUNDING AND SPEND

2019/20 BUDGET (£'000s) ● = FUNDING ● = SPEND

### POLICE AND CRIME COMMISSIONER'S BUDGET FOR POLICING IN CAMBRIDGESHIRE (AND OTHER GRANTS SUCH AS VICTIMS' SERVICES)

The 'Spend' figures provided below are from the draft 2019/20 out-turn report, (actual spend) and may be subject to change.





## WHAT ARE CAMBRIDGESHIRE CONSTABULARY DEALING WITH AND HOW ARE THEY PERFORMING?

With the county’s population set to grow by 20% by the end of the decade, the cities of Cambridge and Peterborough generate the highest demand on policing.

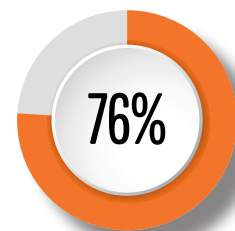
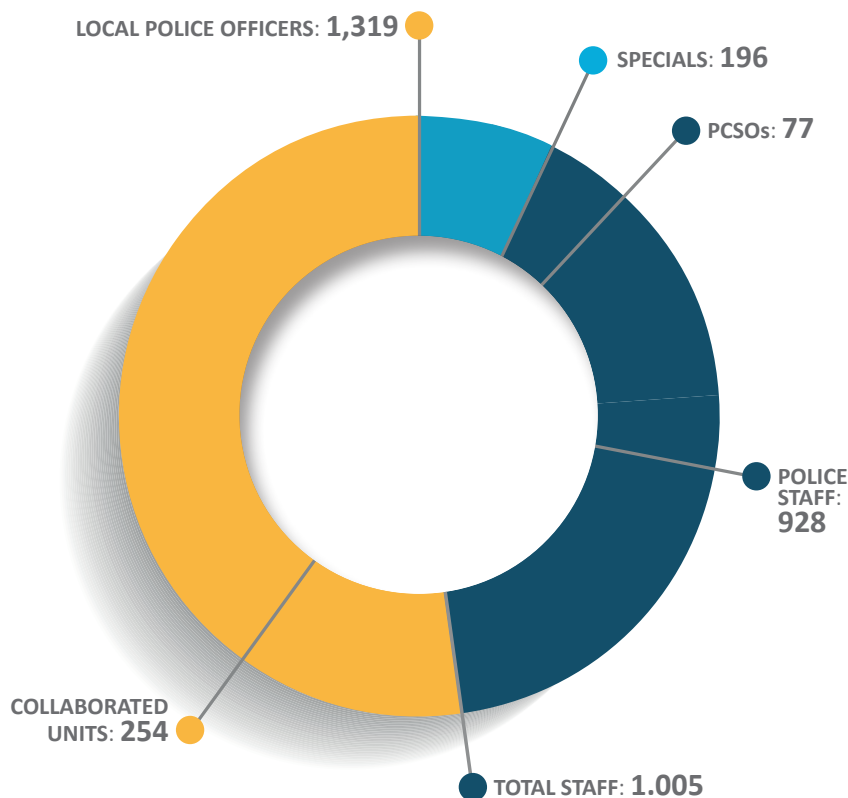
Additionally, the complexities of policing a largely rural county continue to bring their own pressures and demands.

The Constabulary is one of the lowest funded police forces in the country in terms of funding per head of population. This creates a risk of policing services being under-resourced. As with other areas, people living and working in Cambridgeshire want a police presence they can trust to deal with issues that matter to them.

Responding to crime needs to be continually balanced against the growing need to deal with some of the more hidden crime such as modern day slavery and cybercrime.

Whilst the national uplift of additional officers announced by the Government in 2019 is welcome, there continues to be budget pressures and the need to reduce any reliance on budget reserves.

## CAMBRIDGESHIRE CONSTABULARY OFFICER AND STAFF NUMBERS



76% OF POLICE OFFICERS ARE FRONTLINE OFFICERS \*

2.63 OFFICERS PER 1000 POPULATION (SOURCE: HMICFRS)

\* The police front line comprises those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law. Definition in - 'Demanding Times - The frontline and the police visibility' HMIC 2011

The figures provided are for actual staff/officer numbers which are higher than FTE (Full Time Equivalent) if people are job sharing then there are 2 staff but 1 post

More information on what Cambridgeshire Constabulary are dealing with can be found in their Force Management Statement which is available on their website: [www.cambs.police.uk](http://www.cambs.police.uk)

# DEMAND ON POLICING ...

## ON A TYPICAL DAY IN CAMBRIDGESHIRE:

369 calls to 999  
841 calls to 101



425 incidents recorded on system



185 crimes recorded

28 arrests made




## OFFICERS WILL ALSO DEAL WITH:

28 incidents flagged as being associated with people with a mental health issue



15 missing persons



## AMONGST OTHER CRIMES OFFICERS WILL DEAL WITH:

9 residential burglaries

45 thefts






10 thefts from a motor vehicle



2 robberies

57 Violence Against The Person

29 domestic crimes



43 Anti-Social Behaviour incidents



# TACKLING CRIME

With the number of offences recorded as crimes by the Constabulary from April 2019 to March 2020 increasing by 6.1%, the overall crime rate per 1,000 people in Cambridgeshire remains lower than the national average.

ONS has recognised that improvements to the way in which police record crime (known as ‘Crime Data Integrity’) have made substantial contributions to the rises in recorded crime figures over the last few years. This is no different for Cambridgeshire. The Constabulary has made considerable improvements over the last year in the way it records crime, with Crime Data Integrity compliance reaching over 90% by the end of March. As such, this represents a more accurate measure of crime and a better reflection of the Constabulary’s workload.

In February 2020, Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published their report on the Constabulary’s effectiveness, efficiency and legitimacy (known as a ‘PEEL assessment’) for 2018/19.

**The Constabulary was graded as ‘Good’ in all three assessment areas, namely the extent to which the force:**

- is effective at reducing crime and keeping people safe
- operates efficiently and sustainably
- treats the public and its workforce legitimately.

This was the first time that the Constabulary had been given this suite of ‘Good’ gradings since the assessments started in 2014. The HM Inspector observed that they *‘strongly commend Cambridgeshire Constabulary on the good progress it had made in the last year. The changes the force has made provide a strong foundation for continuing to keep communities across Cambridgeshire safe.’*

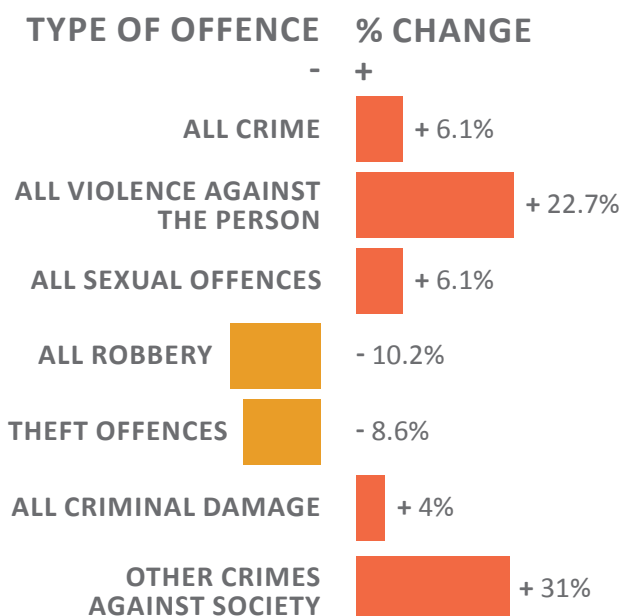
It was also noted that since their last inspection the Constabulary *‘... has improved how it investigates crime’.*

This is all against a background where Cambridgeshire, in line with other areas, is seeing shifting demand with more hidden, harmful and impactful crimes taking place, such as sexual assaults, domestic abuse, modern slavery, child exploitation, county line drug crimes, and serious and organised crime.

**Comparisons for the two reporting periods, in relation to individual crime types are provided below:**

- Dwelling burglary decreased by just over 11.3%
- Robbery fell by 10.2%
- Child sexual abuse increased from 672 to 778 crimes
- Serious sexual offences rose by 60 crimes, up by 3.8%
- There was a just under 40% increase in hate crime with crimes up by 378
- Violence without injury rose by 22.1% and with injury, by 7.4%
- Domestic abuse offences increased by 37.5%
- All drug offences increased by 24.4%
- Possession of offensive weapons increased by 23.2%
- One of the biggest increases was in stalking and harassment which rose by over 47% however this is largely a result of how the Home Office required these offences to be recorded.

## CRIME STATISTICS (2018/19 vs 2019/20)



	NO. OF OFFENCES 2018/19	NO. OF OFFENCES 2019/20
ALL CRIME	63952	67882
ALL VIOLENCE AGAINST THE PERSON	16937	20775
ALL SEXUAL OFFENCES	1931	2049
ALL ROBBERY	834	749
THEFT OFFENCES	29330	26810
ALL CRIMINAL DAMAGE	7579	7882
OTHER CRIMES AGAINST SOCIETY	7341	9617

## PUBLIC CONTACT

Cambridgeshire Constabulary promotes a range of ways the public can contact them.

The Demand Hub, based at force headquarters answers 999 and 101 calls for service 24 hours a day, seven days a week.

### Split into four different teams, the Hub provides:

- trained dispatchers and communications operators who manage the dispatch of officers to jobs;
- call handlers and web-chat operators in the Police Service Centre (PSC), answering 999 and 101 calls as well as dealing with general enquiries;
- an Investigation Management Unit (IMU) and
- an Incident Resolution Team (IRT) who schedule appointments with victims and offenders.

With the development of online reporting, web-chat and social media management, the Demand Hub is able to liaise with multiple members of the public at once.

This ease of contact has resulted in a slightly higher number of enquiries, but has been counteracted by a slight drop in 101 calls. Further promotion of the services available to the public continues to encourage the use of online services and decrease the number of 101 calls.

The development of a new website as part of the Single Online Home national project continues to be under review.

### AVERAGE TIME TO RESPOND



**999 CALLS**  
(131,762 CALLS)



**101 CALLS**  
(325,184 CALLS)



# VICTIMS

our priorities ...



## AIM:

Deliver a victim first approach



## OBJECTIVES:

- The police respond to an individual's immediate needs and safeguard them from potential future victimisation
- Victims and witnesses of crime can access appropriate and proportionate needs-led emotional and practical support at all stages of the Criminal Justice System process
- Victims and witnesses are treated with respect and their needs are acknowledged during the criminal justice process





## VICTIMS

### **THE POLICE RESPOND TO AN INDIVIDUAL'S IMMEDIATE NEEDS AND SAFEGUARD THEM FROM POTENTIAL FUTURE VICTIMISATION**

Staff working in the Constabulary's Demand Hub have been provided with the skills required to make risk assessments to safeguard vulnerable people when the police are the first point of contact.

Operators responding to both 999 and 101 calls respond to calls for service based on the level of risk involved.

These staff are supported by three mental health nurses, funded through the Commissioner's office, who provide expert advice where there are concerns for someone's mental health. Over the last 12 months, the nurses, provided through Cambridgeshire and Peterborough Foundation Trust (CPFT) supported 8,000 incidents reducing demand on officers and staff and ensuring those people in crisis get the help they need.

Officers and staff investigating crimes regularly review the risks posed to victims by their offenders and their needs for emotional and practical support.

In particular any ongoing risk for victims of domestic abuse and their families is managed by partner agencies through Multi-Agency Risk Assessment Conferences.

Domestic abuse cases continued to represent a significant number of calls for support.

There are comprehensive safeguarding arrangements in place for children who are victims of, or witnesses to crime. For example through 'Operation Encompass' schools are informed when a pupil has been involved in a domestic abuse incident to allow them to enhance the support they can offer that child within the school day.

Work in Cambridgeshire has also been enhanced over the past year to address the issue of county lines and child criminal exploitation. An award from the Home Office's Early Intervention Youth Fund has enabled 1-1 support and diversionary engagement from the county's Youth Offending Service to support young people at risk of exploitation.

Partnership working remains key to keeping victims safe. This is driven strategically through multi-agency thematic groups who ensure existing working practices and processes allow for seamless interagency working.

All these groups are brought together at a single Countywide Community Safety Strategic Board chaired by the Commissioner where cross cutting issues which affect all the delivery groups are looked at; for example access to mental health services, housing or speedy justice.

The Constabulary is also a statutory member of the local Safeguarding Executive Board which allows them to have a voice in developing the ways other agencies deliver their statutory duties to ensure vulnerable adults and children are kept safe.



Relationships with the local criminal justice agencies, including the Crown Prosecution Service's Rape and Serious Sexual Offences unit, are also key to ensure the Constabulary can use the full force of law to keep victims safe and provide them with justice.

Modern day slavery continues to be reported in the county with specialist victim care co-ordinators supporting 427 victims from 17 nationalities over the year. The Constabulary held a one-day workshop for local businesses, such as factories, banks and recruitment agencies in January. Staff were given the skills to spot the signs of modern slavery to enable them to join the fight to help keep victims of crime safe in Cambridgeshire.

## **VICTIMS AND WITNESSES OF CRIME CAN ACCESS APPROPRIATE AND PROPORTIONATE NEEDS-LED EMOTIONAL AND PRACTICAL SUPPORT AT ALL STAGES OF THE CRIMINAL JUSTICE PROCESS**

In Cambridgeshire, victims have access to an integrated model of support services provided through a Constabulary-led Victim and Witness Hub and local contracts with specialist providers.

The Hub provided bespoke phone-based emotional support to 2,751 people over the year. This ranged from single phone calls to multiple calls over several months with detailed recovery plans and onward referrals to specialist agencies.

Staff also liaise with witnesses checking their availability for court and ensuring any special measures can be accommodated by the courts and prosecutors.

## **The specialist services co-located within the Hub:**

- supported 246 young victims of crime and their families (154 as victims of violence) with 73% reporting they were better able to cope with everyday life as a result of the support
- assessed the mental health of 219 victims ensuring they could access the right support with all victims reporting improved health and wellbeing
- explored the feasibility of restorative justice with 104 victims facilitating conferences for a murder case and another for an assault on a police officer with other victims engaging with their offender through shuttle mediation.

A total of 170 victims self-referred to the service with 58 going on to report a crime to the police.

Elderly victims of property-related crime continued to receive face to face support from a charity who improves their home security with visits to 983 homes over the year.

The Commissioner's office re-commissioned two key support services for survivors of sexual violence in 2019/20. A detailed evidence base, which included engagement with service users and professionals, enabled new service specifications to be developed.

Contracts were awarded to provide Independent Sexual Violence Advisors and emotional support to the consortium Cambridge and Peterborough Rape Crisis Care Partnership.



This contract incorporated funding from the Home Office's Rape Support Fund as Cambridgeshire was selected to be one of five areas to test the devolution of funding to local commissioners.

Mountain Healthcare will continue to provide the county's Sexual Assault Referral Centre to ensure vital forensic evidence can be captured and onward support co-ordinated. This is jointly funded by the Constabulary and NHS England.

Services for victims of domestic abuse (including stalking and harassment) continue to be delivered in partnership with the local authority and local charities. Independent Domestic Abuse Advisors (IDVAs) who provide dedicated safety planning and support to high risk victims are co-located both in the Victim and Witness Hub and alongside staff in the Multi Agency Safeguarding Hub. Outreach workers are based within the county's refuges. Staff in the Hub also provide proactive support to victims ensuring they are kept up to date on the court process.

All services for victims are monitored and regularly reviewed by the Commissioner to ensure they meet the needs of those who use them. The wider model flexes and contracts as national funding is awarded and ends. A three year award to deliver counselling services to young victims and witnesses of domestic abuse and sexual violence ended in March 2020. However the Commissioner has worked with the key provider Embrace-Child Victims of Crime to ensure elements of the service could continue.

Towards the end of the reporting year, the Commissioner's office provided support to all services to adapt the way they offer support and in some cases change the pathways. The majority of

services were able to quickly enhance service provision through improved telephone and online services ensuring vital support services remained available to victims and witnesses during lockdown.

## **VICTIMS AND WITNESSES ARE TREATED WITH RESPECT AND THEIR NEEDS ARE ACKNOWLEDGED DURING THE CRIMINAL PROCESS**

The Cambridgeshire Criminal Justice Board (CCJB), chaired by the Commissioner, brings criminal justice partners together to ensure an efficient and effective criminal justice system.

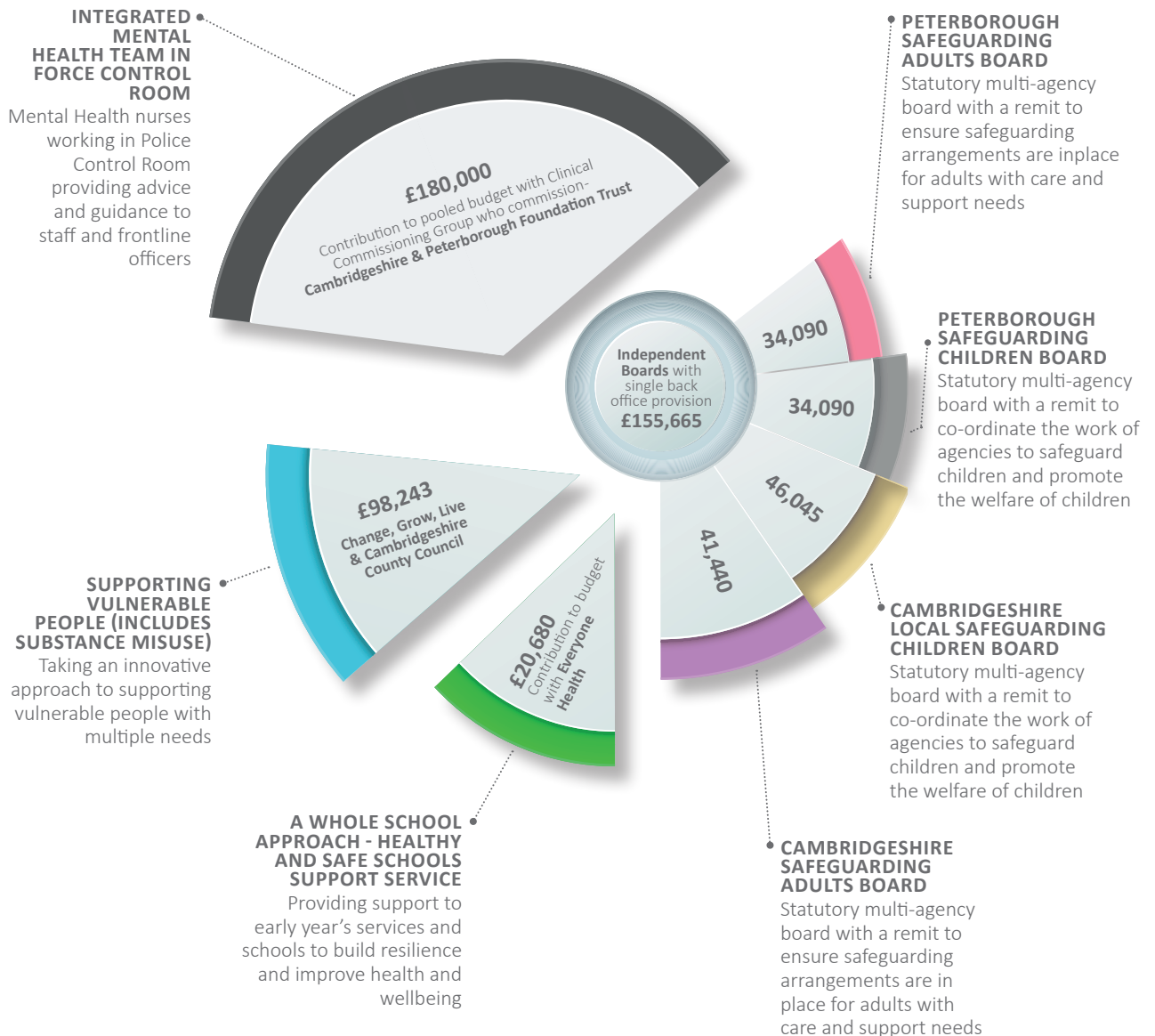
The CCJB has been focusing on finding ways to better 'join up' the criminal justice system for all those who come into contact with it from charge to court and thereafter.

Over the past 12 months, the Constabulary reported 77.2% of victims of crime said they were at least satisfied with overall service delivery. While there were improvements in satisfaction rates for victims of both burglary and hate crime, there has been notable deterioration in satisfaction rates for victims of violent crime, particularly with regards to follow-up.

Of those surveyed, the Constabulary continues to see higher satisfaction rates for victims of domestic abuse, however follow-up again remains the most challenging aspect of service delivery. Improving the effective use of Victim Care Contracts has been a key area of focus for the force this year with improvements across most areas.

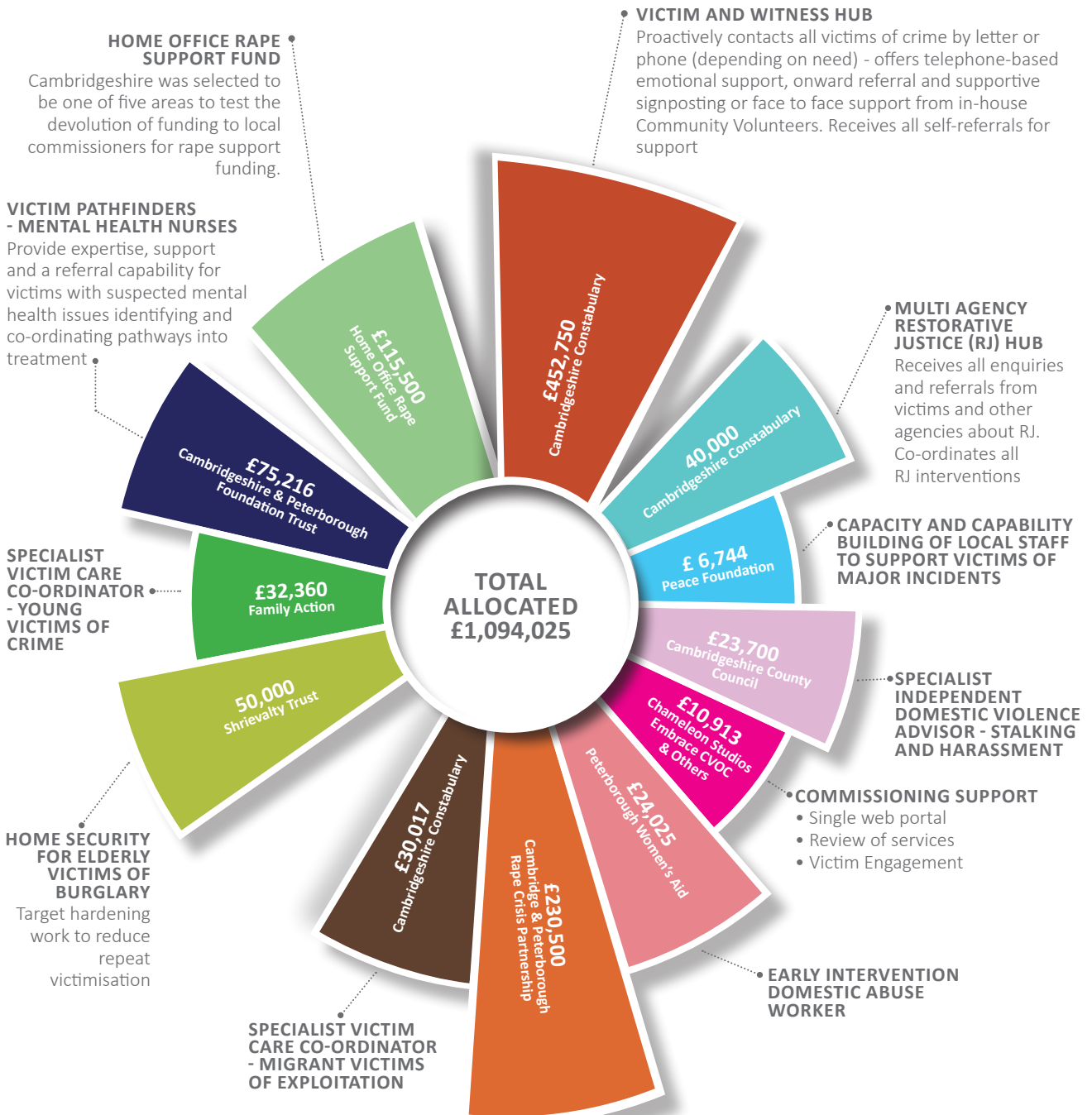
The Commissioner has continued to seek reassurance from the Chief Constable regarding the action taken to ensure greater contact with victims and to monitor compliance against the Code of Practice for Victims of Crime.

## CRIME AND DISORDER REDUCTION GRANTS 2019-20 - SAFEGUARDING THE VULNERABLE





## VICTIMS SERVICES - SAFEGUARDING THE VULNERABLE FUNDING AWARDS 2019-2020



<b>TOTAL ALLOCATED</b>	<b>£1,094,025</b>
<b>Funding streams</b>	<b>£1,094,025</b>
Ministry of Justice Victim Services Grant	
<b>Co-funding (Sexual Violence Support Service)</b>	
Peterborough City Council	£ 60,000
Cambridgeshire County Council	£ 70,000
NHS England	£125,000





# OFFENDERS

our priorities ...



## AIM:

Reduce re-offending



## OBJECTIVES:

- Police enforcement disrupts offenders and deters would-be offenders
- Offenders are brought to justice while ensuring the best outcomes for victims
- All agencies coming into contact with offenders ensure they address the causes of criminality
- A partnership approach will be taken that protects local communities from crime and manages the most complex offenders



## OFFENDERS

### **POLICE ENFORCEMENT DISRUPTS OFFENDERS AND DETERS WOULD-BE OFFENDERS.**

### **OFFENDERS ARE BROUGHT TO JUSTICE WHILE ENSURING THE BEST OUTCOMES FOR VICTIMS**

Tackling and investigating crime so that offenders are brought to justice while ensuring the best outcomes for victims remains a core policing role. However preventing crime from happening in the first place and supporting people from re-offending needs a partnership approach.

The Constabulary has continued to respond to crime trends during the reporting year. This has included a number of public campaigns and 'days of action' to better inform people about how to keep themselves safe.

Across the country, growing demand on policing and other factors have resulted in a national trend of falling prosecutions. This has been reflected in Cambridgeshire but improvements have started to have an impact towards the end of this year.

Over the last 12 months, the Constabulary's rate for prosecutions possible was 10.8%, including a decline for domestic abuse. Evidential difficulties, including the willingness of victims to support police action particularly in domestic abuse cases, is a factor that is being investigated further.

Cambridgeshire has also reflected national trends with variations in recorded crime. This has particularly been the case in previously 'hidden' crimes such as domestic abuse, sexual violence, child sexual exploitation and cybercrime as well as modern slavery.

In April 2019, the Constabulary introduced a new set of priorities including measures to improve the quality of police investigations and police files for prosecution.

The Commissioner continues to support this work through the Cambridgeshire Criminal Justice Board (CCJB).

The CCJB, which the Commissioner chairs, meets quarterly and brings together a wide range of criminal justice partners to find ways to better 'join up' the criminal justice system.

The Board has three main strands, victims & witnesses, reducing reoffending and performance. Over the last twelve months the Board has been looking at ways to improve the victim's journey through the criminal justice system, reviewing compliance with the Victim's Code of Practice, improving case file quality and looking at new ways of working with the upcoming national probation reforms.

The Countywide Community Safety Strategic Board continues to ensure a strategic overview and co-ordinated multi-agency response is in place.

2019 saw a refreshed approach by the Constabulary to the use of 'out of court' disposals. These are helping to support people from re-offending by tackling the root causes of criminal behaviour at an early stage. The Independent Out of Court Disposals Scrutiny Panel provides assurance that these are being applied appropriately. To support this work the OPCC provided a grant of £30,000 to Peterborough's Outside Links service to enable it to operate on a mobile basis across the county. Examples of the sort of issues addressed include housing, anger management, drugs or alcohol misuse, mental health, employment, education and training and support for debt management.

The Victim and Witness Hub continued to support victims of crime with information about Restorative Justice and whether it can help them recover from the crime they have experienced.



## **ALL AGENCIES COMING INTO CONTACT WITH OFFENDERS ENSURE THEY ADDRESS THE CAUSES OF CRIMINALITY**

The Office of the Police and Crime Commissioner works with a wide range of partners such as probation services, prisons and local authorities to support people from re-offending. Over the last 12 months, the Commissioner provided funding of approximately £88k to the 6 Community Safety Partnerships (CSPs), described on page 30 who deliver activities based on priorities in their local areas.

Around £1.2m of grants were also made to organisations who help contribute to securing crime and disorder reduction in the area. A full list of the grants can be found on page 21.

The Constabulary's Rural Crime Action Team (RCAT) continues to successfully tackle all form of rural crime. Working across borders with other police forces, Countryside Watch and landowners remains key. More detail about RCAT can be found on page 23.

The introduction of the Homelessness Reduction Act in 2017 provided an opportunity to improve coordination between housing and criminal justice services. The Office of the Police and Crime Commissioner continues to work with Cambridgeshire and Peterborough's Homelessness Prevention Trailblazer and other partners to improve access to appropriate housing and support for people leaving prison which is key to reducing reoffending. Improved partnership working should enable increased success in offenders accessing appropriate accommodation.

Recognising the challenges for vulnerable offenders in accessing the mental health support they may need, a project was launched to divert vulnerable female offenders in Peterborough at risk of short prison sentences towards community sentences.

This approach requires and supports them to access treatment for their mental health issues so they can make positive and lasting changes to their lives. Known as Mental Health Treatment Requirements, and funded through the Commissioner's office in conjunction with NHS England, the National Probation Service and BeNCH CRC (Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire Community Rehabilitation Company), the project aims to reduce re-offending rates.

The county's Substance Misuse Delivery Board has an action plan in place to ensure that offenders with drug and alcohol dependency problems can access treatment and support at different stages in the criminal justice system. The Commissioner continues to provide funding towards the drug and alcohol treatment service.

Nationally, the Ministry of Justice continues to recognise employment as a key route out of re-offending following the launch of its Prison Education and Employment Strategy in 2018. Supporting partners locally to recognise employment as a way of supporting people from re-offending whilst targeting local skills gaps remains a priority for the Commissioner.

The Youth Justice Management Board, chaired by the Assistant Chief Constable and part-funded through the OPCC continues to coordinate activities to prevent offending and re-offending in young people. A successful bid for almost £400k of funding from the government's Early Intervention Youth Fund, led by the Commissioner's office, is now in place to support young people from getting involved in knife crime. The money funds a team of specialist workers to help young people with complex needs who are at significant risk of criminal exploitation and youth violence and helps them to make positive choices.

The Commissioner has now agreed to provide an extra £100k in 2020 /21 to enable this service to run for a full 12 months and undergo evaluation.

The OPCC's Youth and Community Fund continues to support grass root initiatives to help young people actively participate and contribute in their communities.

Funding of £60,594 has also been provided to support offenders with multiple and complex needs. The Making Every Adult Matter (MEAM) approach has now been extended into Peterborough as well as Cambridgeshire to ensure existing services work better for people who need them most.

The Constabulary contributes to national policing needs, working locally and with regional and national resources. The Eastern Regional Special Operations Unit continues to identify and disrupt organised criminals operating across the eastern region and also manages the threat of terrorism across the eastern region. Mutual aid arrangements continue to enable police mobilisation beyond force boundaries.

At the end of October, the Government announced details of a national Serious Organised Crime review to identify ways of strengthening the response to threats such as county lines, people trafficking, drugs, child sexual exploitation, fraud and illicit finance.

## **A PARTNERSHIP APPROACH WILL BE TAKEN THAT PROTECTS LOCAL COMMUNITIES FROM CRIME AND MANAGES THE MOST COMPLEX OFFENDERS**

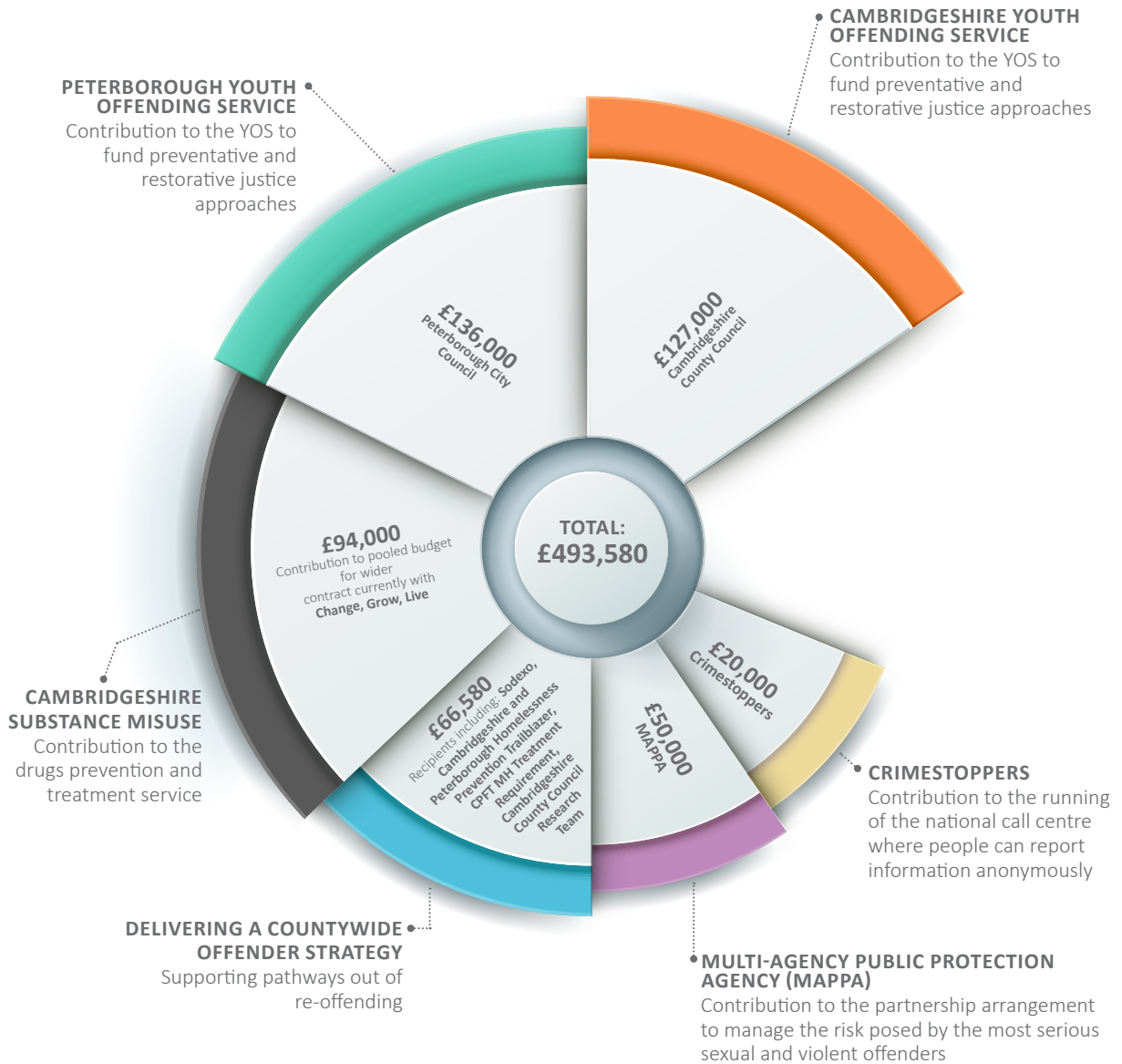
Bringing offenders to justice and making people less likely to reoffend is about ensuring the best outcomes for victims whilst making sure there are less victims in the future.

For some people, becoming a victim of crime can lead to them becoming more vulnerable to creating stronger, safer communities is key to preventing crime in the first place. Over the reporting year, the Commissioner continued to work with partners to ensure communities are protected from the impact of crime. In order to do this, he continues to chair Cambridgeshire and Peterborough's Community Safety Strategic Board and the Criminal Justice Board to ensure a strategic overview and coordinated multi-agency response.

In Cambridgeshire and Peterborough, partnership arrangements for protecting local communities from those people who present a risk of serious harm, whether to themselves or others, are well established. These include a grant contribution of £50,000 to the Multi-Agency Protection Arrangements (MAPPA). These arrangements mitigate the risk posed by the most serious and violent offenders bringing together police, probation and prisons. They ensure known victims are protected with restrictive measures in place to reduce the likelihood of further serious harm.

The Government has set out an ambitious plan for the reform of probation services. The Office of the Police and Crime Commissioner is working closely with the National Probation Service and other partners to ensure these new arrangements link in well with existing partnership working.

## CRIME AND DISORDER REDUCTION GRANTS 2019-20 - ATTACKING CRIMINALITY AND REDUCING RE-OFFENDING







# COMMUNITIES

our priorities ...



## AIM:

Support safer and stronger communities



## OBJECTIVES:

- Joining-up service provision to listen and respond to day to day community safety issues
- Increase public involvement to improve community understanding and resilience
- Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust



## COMMUNITIES

### JOINING UP SERVICE PROVISION TO LISTEN AND RESPOND TO DAY TO DAY COMMUNITY SAFETY ISSUES

One of the Commissioner's key responsibilities is to listen to the concerns of people living and working in Cambridgeshire and Peterborough regarding local policing.

The Commissioner supports a wide range of preventative initiatives to ensure communities have access to continuous and topical advice to help them keep themselves safe.

Local issues, such as drug dealing and anti-social behaviour cannot always be solved by policing alone therefore the Commissioner continues to work with partners and volunteers in the community to find solutions and supports them with the resources required.

Community safety, as described on page 30, is delivered in Cambridgeshire and Peterborough through six district Community Safety Partnerships (CSPs). The CSPs work within communities supporting initiatives which help prevent people from becoming victims of crime while also supporting those who may be at risk of becoming involved in crime.

During this reporting period, the Commissioner awarded a total of £88k in crime and disorder reduction grants to CSPs.

The growing threat of online crime continues to be a concern for residents and businesses alike. The county's Scams Partnership, Cambridgeshire and Peterborough Against Scams Partnership (CAPASP) continues to pool resources, initiatives and ideas to protect people from becoming victims of fraud.

The Commissioner hosted a free workshop organised by the Partnership and Barclays Bank in September to advise local businesses on how to best protect their businesses from crimes such as ransomware, invoice fraud and data theft and in January, the Partnership welcomed its latest partner, Anglian Water.

Over the last 12 months, the Partnership has grown in numbers with 73 supporters, 5501 Friends Against Scams and 24 Scams Champions.

Both the Commissioner and the Chief Constable are committed to tackling rural crime. The Commissioner attends regular partner meetings hosted by Countryside Watch and the National Farmers' Union (NFU) as well as representing issues such as hare coursing at regional and national level.

The Constabulary's Rural Crime Action Team (RCAT) continues to tackle all forms of rural crime including theft of farm equipment and hare coursing. The team now uses drones and last year introduced 'What 3 Words', a global geocode system which helps locate missing persons, potentially saving lives.

Following a successful trial of the app GoodSAM, members of the public and police officers can now share what they are seeing at the scene of an incident, via the video on their mobile phone. GoodSAM has already been particularly useful in distressing situations such as life-threatening road traffic collisions, when the caller is disorientated, unsure of their location and unable to explain the situation.



Countywide 'Watch Schemes' continue to receive funding from the Commissioner to enable local issues to be flagged by volunteers so that action can be taken where it is needed most.

A Watch Coordinator, funded by the Commissioner continues to sit within the Constabulary to support communities to set up both Speedwatch and Neighbourhood Watch schemes.

By the end of March, the number of Speedwatch volunteers trained across the county reached a total of 2,135 with 191 groups now established.

HGV Watch also continues to contribute to road safety with 69 volunteers acting across 10 schemes. Through the scheme, volunteers are able to report vehicles where there are existing weight, height or width restrictions in place.

The Constabulary carries out regular surveys to gauge public confidence. These are currently carried out by telephone interviews, however the Constabulary is looking at other communication channels, such as social media, to be able to reach wider audiences.

Feelings of safety across the county remain high with 77.2% of victims of crime surveyed at least fairly satisfied with overall service delivery over the reporting period. The fact that this percentage was slightly lower than the previous year reflects both longer term challenges around follow-up, ease of contact and actions taken by the police.

In June 2019, the Office of the Police and Crime Commissioner sought the views of the public through a survey about a potential site for a new police station to replace the outdated facilities at Parkside Police Station, whilst maintaining a police station in Cambridge city centre.

Having listened to the feedback received, the Constabulary undertook a formal consultation during February

2020 on the principle of proposals for both a new city centre police station and a police hub on the outskirts of Cambridge which would meet the area's population growth and respond to the challenges of modern-day policing. The consultation, carried out on behalf of the Constabulary reflected the operational need of the service.

It was clear from the responses received that there is significant public support for both the concept of the hub on the outskirts of Cambridge and for maintaining a police station in the city centre. The responses fed into further consultation held later in the year.

Road Safety continues to be an issue for people living and working in the county. The Commissioner continues to provide leadership to the Cambridgeshire and Peterborough Road Safety Partnership and supports preventative and educational road safety interventions through the Casualty Reduction and Support Fund.

As well as supporting community action around road safety, the Commissioner continues to fund a Road Casualty Reduction Officer. This role increases the Constabulary's capacity to work with local partners and educate people about road safety, complementing previously funded evidence-based educational resources like Drive iQ, an online platform for learners to experience driving on virtual roads.

Fatal and serious road traffic collisions have a huge impact on those involved. The Commissioner continues to make contributions to the Road Victims Trust to provide 1-1 emotional and practical support for bereaved families.



The Commissioner has sought to support innovation in road safety, agreeing funding for the Road Safety Partnership's "Speed-meter Money Box" initiative that rewards positive driving behaviour through the raising of community funding.

A review of the county's Road Safety Strategy was commissioned in February on behalf of the Cambridgeshire and Peterborough Road Safety Partnership to ask road users for their opinions to ensure future plans reflect their needs.

The Commissioner also manages an Independent Custody Visitors' Scheme (ICV) with volunteers paying unannounced visits into police custody to check on the welfare of detainees as well as the standards of facilities. Between April 2019 and March 2020, volunteers carried out 94 visits and spoke to 400 detainees at Parkside and Thorpe Wood Police Stations. A full report on ICV activity is provided on page 35.

## **INCREASE PUBLIC INVOLVEMENT TO IMPROVE COMMUNITY UNDERSTAND AND RESILIENCE**

The Commissioner and Chief Constable are committed to providing a policing service that is as effective and efficient as possible while continuing to build trust and confidence in communities. The 2019/20 increase in the policing part of council tax (precept) enabled the recruitment of 50 additional officers for the frontline. Following the government's announcement in September to 'uplift' national officer numbers, this further increased officer numbers in Cambridgeshire by 62, with 21 to be recruited during 2019-20.

The increase has enabled the Constabulary to strengthen neighbourhood policing across the county with those officers already recruited accessing specialist training.

Additional officers have also been recruited into the force's Impact and Community Action Teams who tackle local issues alongside partner agencies.

The Commissioner continues to support Cambridgeshire County Council's 'Think Communities' project which brings together public sector partner organisations to help communities become more resilient. For more information on 'Think Communities', see page 32.

## **INSPIRE ALL PUBLIC SERVANTS TO MAINTAIN THE HIGHEST LEVELS OF ETHICAL BEHAVIOUR TO ENSURE PUBLIC CONFIDENCE AND TRUST**

The Constabulary continues to strive to be more representative of the community it serves and has taken positive action regarding recruitment and retention. It is also committed to retaining and progressing officers and staff to ensure excellence in policing.

Over the year, action has included a social media recruitment campaign, known nationally as #MakeADifference. The campaign has succeeded in driving traffic to the force website and has maintained a flow of new applications.

The Commissioner is represented on the Constabulary's Ethics Equality Inclusion Group which supports and scrutinises this work.

During the year the Constabulary launched an Ethics Challenge Panel which discusses frequent and common policing dilemmas. The Panels are represented by members of the public who provide their opinion on the matters discussed.

The discussions are reported back to the Deputy Chief Constable who decides on any further action or force learning that needs to be applied.



In February 2020, the Government brought in new legislative changes to the police complaints system designed to achieve a more customer-focused complaints system. The reforms also aim to ensure that complaints can be dealt with quickly, effectively and proportionately, not just for the benefit of the public but also for the police, in order to encourage a much greater emphasis on learning from mistakes.

The changes mean that the Commissioner has a greater role, in addition to his existing oversight role of the complaint systems, which increases independence and improves complaints handling. The Commissioner is now the relevant review body of recorded complaint cases, apart from those complaints or conduct matters which the Independent Office for Police Conduct reviews. A review offers the opportunity for the Commissioner to consider whether the complaint outcome reached by the Constabulary was reasonable and proportionate. One request for a review has been made since February 2020.

The Commissioner has a legal duty to monitor all complaints against the Constabulary's officers and staff, whilst also handling any complaints made against the Chief Constable. Between April 2019 and March 2020, the Bedfordshire, Cambridgeshire, and Hertfordshire Professional Standards Department (PSD) recorded just over 400 complaints against the Constabulary's officers and staff; an increase of over 70 from the previous reporting year.

The Commissioner's office undertook a series of random sampling of complaints to monitor the way in which the Constabulary responds to these and the lessons learnt.

Further assurance regarding complaint handling was gained during the year through the Commissioner being represented on the PSD Governance Board.

This provided the opportunity to support and scrutinise policies, procedures, and performance related to complaint handling, anti-corruption, and vetting, in line with legislation, national guidance and the Code of Ethics for policing.

During the reporting period three complaints were received against the Chief Constable, one of which was upheld by the Independent Office for Police Conduct. None of the complaints related to conduct. Two complaints were regarding failure to respond to correspondence and one related to the handling of an operational policing matter.

Four complaints relating to the previous Commissioner were received by the Police and Crime Panel who are responsible for handling such complaints and reporting on the outcome. No complaints were received regarding Ray Bisby in his capacity as the Deputy Commissioner or subsequently as the Acting Commissioner.

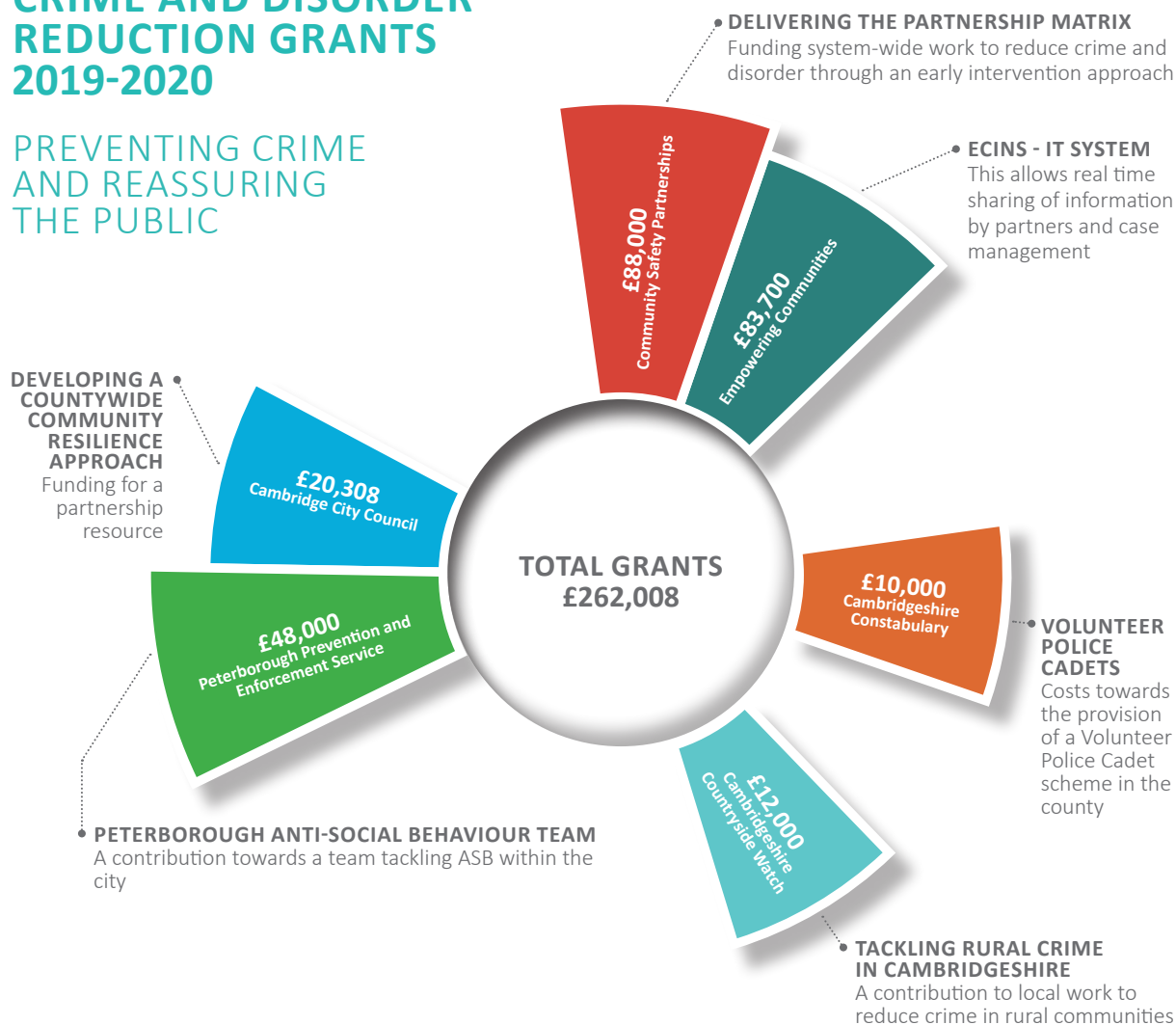
Upon his appointment in November 2019, the Commissioner signed an Oath of Impartiality which sets out publicly his commitment to tackling the role with integrity whilst recognising the importance of operational independence of the police service. In February 2020, the Police and Crime Panel requested that the Commissioner signs a Code of Conduct; a recommendation the Commissioner fully supports.





## CRIME AND DISORDER REDUCTION GRANTS 2019-2020

### PREVENTING CRIME AND REASSURING THE PUBLIC



























## YOUTH AND COMMUNITY FUND

The Police and Crime Commissioner's Youth and Community Fund supports youth and community groups to deliver activities to:

- Support preventative work and early intervention approaches to divert young people and vulnerable adults away from offending and re-offending;
- Build relationships with young people improving engagement between young people, their communities, and organisations working in them.
- Promote the involvement of young people in building community resilience to crime and vulnerability through active participation aimed at building better understanding of the needs of young people;
- Work to reduce the vulnerability of young people and lessen the chance of them becoming a victim of crime.

Between April 2019 and March 2020, the Commissioner awarded £62,980 from the Fund to a number of voluntary and community organisations including a project engaging young people through football to tackle knife crime, a charity supporting young people with a parent in prison, and a project to develop a youth radio project.

## YOUTH AND COMMUNITY FUNDING FOR 2019-2020 TOTAL £62,980

	<b>MUSLIM COUNCIL OF PETERBOROUGH</b>	To provide updated safeguarding training to increase awareness of signs of abuse and ill-treatment of children and young people in Peterborough.	£ 3000.00
	<b>STRETHAM YOUTH CENTRE</b>	To deliver targeted work with two identified groups of young people to support them away from engaging in anti-social behaviour and low-level criminality.	£ 2994.00
	<b>THRIVE YOUTH WORK</b>	To support students to attend the Gauntlet Auto Project to build positive relationships and develop practical skills in motorcycle riding and mechanics.	£ 3000.00
	<b>ORMISTON FAMILIES</b>	To support young people who have a parent in prison through the Breaking Barriers project.	£ 3000.00
	<b>THE PRINCE'S TRUST</b>	To support a community project to produce a video to raise awareness of knife crime for a local school.	£ 500.00
	<b>RIGHT RESOLUTION CIC</b>	To support care leavers in Peterborough to engage in education, training or employment through the 16+ Project.	£ 3000.00
	<b>PROJECT SOUTHPAW (CAMBRIDGE CITY COUNCIL)</b>	To establish a boxing programme to help tackle anti-social behaviour at Trumpington Community College.	£ 1974.00
	<b>YOHEY</b>	To support a Befriender scheme with links to Langdon House Care Home and Chesterton Community College.	£ 2500.00
	<b>BLUE SMILE</b>	To fund a Senior Outreach Manager to supervise a team of therapists who help communities and schools with mental health support.	£ 3000.00
	<b>LINK TO CHANGE</b>	For a Link to Change Participation Voices Group, a youth led group which will develop a knife crime campaign and its impact on young people.	£ 3000.00
	<b>STARS</b>	To support the bereavement support charity who provide specialist counselling support to young people in	£ 3000.00
	<b>KICKSTART</b>	To support the recreational football programme (part funded by the FA and the Constabulary) to create a structured education package to help prevent knife crime and anti-social behaviour.	£ 3000.00
	<b>FRIENDS OF LIFE EDUCATION</b>	To support the delivery of age appropriate drug and health programmes within schools across the county.	£ 3000.00
	<b>TOTAL VOICE</b>	To enable a countywide expansion of National Safe Places Network, a scheme that supports vulnerable people, including those with dementia or a learning disability, who can become lost and confused, and become targets for harassment or bullying.	£ 2575.00
	<b>CHANGING PERCEPTIONS</b>	To fund a youth-led family fun day held across all schools in Peterborough.	£ 500.00
	<b>CARE LEAVERS</b>	To provide funding towards bikes to enable care leavers to travel to work and education to support their transition into adulthood.	£ 3000.00
	<b>THE PRINCE'S TRUST</b>	To support a community project which worked with young people to renovate the garden of a special needs school and provide pupils with a Christmas party.	£ 1000.00
	<b>GLADSTONE STREET SOCCER</b>	To help bring young people together to support a healthy lifestyle and divert them away from anti-social behaviour through football.	£ 3000.00
	<b>MISSING PEOPLE</b>	To enable the delivery of a one-day "Missing and Exploited Children" forum which brought together 50 different multi-agency children's professionals from across Cambridgeshire to share learning.	£ 2895.00
	<b>CRIMESTOPPERS (FEARLESS IN CAMBRIDGESHIRE)</b>	To support a campaign to discourage under 18s from becoming involved in criminal behaviour and to support them about how to report information anonymously and safely.	£ 3000.00
	<b>YOUNG TECHNICIANS CIC</b>	To help develop the Fenland Youth Radio Project which allows young people in Whittlesey to engage positively with their community.	£ 3000.00
	<b>KICK YOUTH</b>	To support a pilot youth club aimed at 9-11 year olds which offers positive activities and diverts young people away from anti-social behaviour, knife crime and drugs.	£ 3000.00
	<b>HUNTINGDON YOUTH CLUB</b>	To introduce a youth activity programme in North Oxmoor, Huntingdon to build better relationships with the police.	£ 3000.00
	<b>TALL SHIPS YOUTH TRUST</b>	To enable a group of ten disadvantaged young people to take part in a Tall Ships Youth Voyage helping them to build their self-esteem.	£ 3000.00
<b>TOTAL</b>			<b>£62920.00</b>



# TRANSFORMATION

our priorities ...



## AIM:

Ensure value for money for taxpayers now and in the future



## OBJECTIVES:

- Drive efficiency and effectiveness in policing through local, regional and national collaboration
- Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery
- Continue to drive transformation within Cambridgeshire Constabulary
- Identify the best way for fire and policing to work together in the future



# TRANSFORMATION

## **DRIVE EFFICIENCY AND EFFECTIVENESS IN POLICING THROUGH LOCAL, REGIONAL AND NATIONAL COLLABORATION**

With increased specialisation in modern policing inevitably bringing additional costs, sharing people and resources with other forces remains key to maintaining cost efficiencies.

Cambridgeshire has a strong and established history of collaboration with Bedfordshire Police and Hertfordshire Constabulary with local arrangements continuing to be developed and reviewed.

Through the Strategic Alliance with Bedfordshire and Hertfordshire (BCH), our local forces continue to receive outstanding specialist support across a range of functions including major crime investigation, roads policing and armed policing.

There are also well established arrangements across the region with a 7Force structure (including Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk) to tackle serious and organised crime and terrorism.

In January 2020, a new procurement function for the wider seven force collaboration was established to manage expenditure across the region. This will help forces negotiate better deals, bringing long term benefits and proactive management of the supply chain.

The 7Force programme collaboration agreement was extended in December 2019 and it continues to work towards converging ICT infrastructure, a single approach to vetting including the same vetting platform. This includes working towards a new policing education qualification (PEQF), a new professional framework for the training of police officers and staff.

In addition to the BCH and 7Force Eastern Region collaboration, the Commissioner continues to support national work. The National Commercial Organisation will be established this year which will reshape commercial and procurement functions within policing, including a national fleet arrangement. The Commissioner continues to link effectively with the Association of Police and Crime Commissioners.

## **WORK WITH PARTNERS TO REALISE THE BENEFITS FOR COMMUNITY SAFETY WHICH CAN BE DERIVED FROM IMPROVED GOVERNANCE AND INTEGRATED DELIVERY**

Partnership working across Cambridgeshire and Peterborough remains key to tackling community safety issues and enables more effective delivery of the shared outcomes in the Police and Crime Plan.

Community safety is delivered in Cambridgeshire and Peterborough through six Community Safety Partnerships (CSPs) all operating within district and unitary council boundaries. The CSPs are: Cambridge City, East Cambridgeshire, Fenland, Huntingdonshire, Peterborough City Council and South Cambridgeshire.

CSPs are made up from local authorities, representatives from the Constabulary, Cambridgeshire Fire and Rescue Service, the Probation Service, Clinical Commissioning Group and the voluntary sector. The Commissioner has been actively represented at numerous CSP meetings during the year.

The Commissioner continues to chair a Countywide Community Strategic Safety Board (CCSSB) supporting CSPs and high risk delivery groups in line with the Countywide Community Safety Agreement. The Commissioner uses the CCSSB to coordinate the efforts of these partnerships and boards to protect vulnerable communities, develop preventative and early intervention approaches to tackling crime and look at ways to build resilience within communities.

The scope of the workstreams coordinated by the CCSSB is broad, covering topics from Serious Violence to Road Safety.

Since April 2019, the Commissioner has supported the CCSSB to develop a 'Think Communities' approach.

Think Communities is about recognising the strengths within communities and ensuring public services work more efficiently to meet their needs. It is about helping frontline staff act more flexibly to work with clients and communities to help resolve local issues that matter to them.

A Think Communities Executive Board has now been set up with the Office of the Police and Crime Commissioner supporting the CSPs, Health and Wellbeing Boards, and Safeguarding Boards.

Further investment from the Office of the Police and Crime Commissioner together with the securing of external grants has been used to help promote a wider partnership approach to prevention.

### **The areas where this has been achieved in the reporting year include:**

- Supporting adults with complex needs through national Making Every Adult Matter ("MEAM");
- Supporting a review of service for those affected by domestic abuse;
- Supporting the expansion of Mental Health Treatment Requirements.
- Supporting the Road Safety Partnership to develop a new strategy to save more lives on our county's roads;
- Improvement of access to housing from those leaving the criminal justice system and;
- Successful securing of Early Intervention Youth funding from the Home Office of almost £400k for 2019/20 to provided trusted relationship support to those who are at high risk of child exploitation.

### **CONTINUE TO DRIVE TRANSFORMATION WITHIN CAMBRIDGESHIRE CONSTABULARY**

The Constabulary continues to deliver a demand-led, victim-focused service which provides much needed support to the frontline and new and innovative ways of working to tackle the increased demand for the policing service.

In June 2019, a monthly Change Board was set up by the Constabulary to oversee organisational change to enable it to identify and respond to national, regional and local initiatives, risks and opportunities.

Working with Cambridge University, the Constabulary has introduced EBIT (Evidenced Based Investigation Tool) to improve decision making on how crimes are allocated to officers. The tool enables more crimes to be investigated within the Demand Hub, allowing frontline officers to instead focus on more serious and solvable crimes. The Constabulary is now leading on further development of EBIT with Cambridge University.

A new tool to improve strategic planning was also introduced by the Constabulary in July 2019. The STRA (Strategic Threat and Risk Assessment) continues to determine the Force's operational requirements and complements the Force Management Statement published in May 2019. The STRA will now inform all business planning on an annual basis.

Whilst Cambridgeshire Constabulary currently operating a two-centre policing model, with the county being split between north and south, deployment of offices is allocated where it is required through a one team approach, where all specialist and relevant resources are made available when required.





The current model uses Thorpe Wood at Peterborough as the main northern police station, and Parkside in Cambridge city centre as the main southern police station. Both stations contain custody facilities and are supported by smaller satellite police stations across the county.

Parkside was constructed in the 1960s and is beyond its functional age as a police custody facility. The Chief Constable has identified the operational need for a new custody facility and the Commissioner has supported the exploration of a site at Milton, whilst retaining a police station in Cambridge city centre.

The national police officer 'uplift' programme, announced by the Home Office in September 2019 confirmed an additional 20,000 officers over a period of 3 years, with 62 additional officers earmarked for Cambridgeshire and Peterborough in the first tranche. Together with the increase in last year's precept (policing part of council tax), this brings officer numbers to 1,537.

#### **A number of initiatives were introduced during the reporting year including:**

- A new pathway that educates low level domestic abuse perpetrators to allow them to reflect on their behaviour;
- An 'Out of Court Disposal Team' to provide specialist advice and resource to investigators, providing remedial sanctions where appropriate to help tackle-re-offending;
- A review of the Demand Hub, (the 101 and 999 call centre) to ensure it meets the growing demands of the county;
- A business change to the collection of national data relating to modern slavery, human trafficking and county lines data;

#### **IDENTIFYING THE BEST WAY FOR FIRE AND POLICING TO WORK TOGETHER IN THE FUTURE**

The county's blue light services have continued to work together as they deliver services to their communities.

Cambridgeshire's Police, Fire and Ambulance Interoperability Group enables them to explore working more closely together and agree joint working initiatives, covering areas such as arson investigation, training opportunities and organisational support.




In October 2017, the former Commissioner submitted a proposal to take over the governance of Cambridgeshire Fire and Rescue Service. Following an independent assessment process, in March 2018, the Home Secretary announced that she considered the Commissioner's proposal demonstrated that a transfer of governance would be in the interests of economy, efficiency and effectiveness and would not have an adverse effect upon public safety.

However, since Spring 2018 the Home Secretary's decision has been subject to legal challenge by the Cambridgeshire and Peterborough Fire Authority. In the summer of 2019, the Fire Authority's judicial review of the Home Secretary's decision was dismissed by the High Court. The Fire Authority's application to appeal was dismissed by the Court of Appeal in March 2020.

In the light of the time that has passed since the approval decision, the Home Office has subsequently confirmed that an updated business case will be required which they will not be able to consider until after the Police and Crime Commissioner elections in 2021.

# CONTACT US

## THE POLICE AND CRIME COMMISSIONER:

-  [www.cambridgeshire-pcc.gov.uk](http://www.cambridgeshire-pcc.gov.uk)
-  Police and Crime Commissioner  
PO Box 688, Huntingdon, PE29 9LA
-  [cambs-pcc@cambs.pnn.police.uk](mailto:cambs-pcc@cambs.pnn.police.uk)
-  0300 333 3456


## CAMBRIDGESHIRE CONSTABULARY

For details about Cambridgeshire Constabulary, visit:

-  <https://www.cambs.police.uk/>

## CAMBRIDGESHIRE POLICE AND CRIME PANEL

For information about the Cambridgeshire Police and Crime Panel, visit:

-  <https://democracy.cambridge.gov.uk/mgCommitteeDetails.aspx?ID=381>


## CAMBRIDGESHIRE VICTIMS SERVICES

For independent and confidential advice for victims of crime


-  <https://www.cambsvictimservices.co.uk/>

## HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES

A link to reports published by HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) can be found here

-  <https://www.cambridgeshire-pcc.gov.uk/accessing-information/hmicfrs-inspection-reports/>

More detailed information on Police and Crime Commissioners is available on the Home Office website:

-  <https://www.gov.uk/government/collections/police-and-crime-commissioners-publications>.



# APPENDIX

## CAMBRIDGESHIRE AND PETERBOROUGH INDEPENDENT CUSTODY VISITING SCHEME





## INTRODUCTION

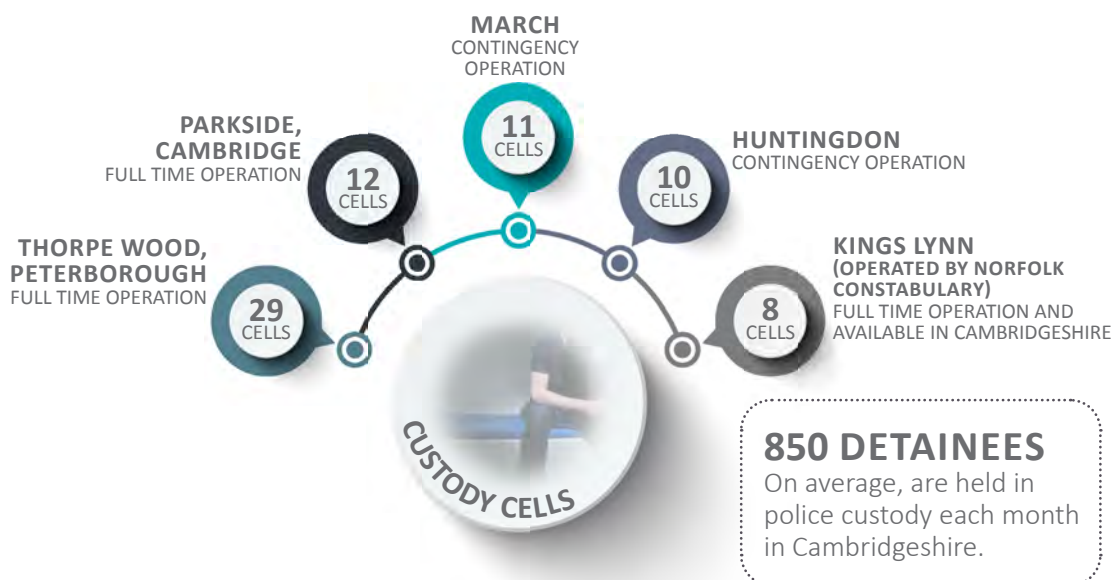
**Independent Custody Visitors (ICVs) are volunteers representing the local community who make unannounced visits to police custody where they check on the rights, entitlements and welfare of detainees as well as the conditions of the Police Custody block. This public oversight helps to prevent harm, it provides public reassurance that custody is safe and contributes to the UK’s human rights obligations.**

## POLICE CUSTODY IN CAMBRIDGESHIRE AND PETERBOROUGH

Cambridgeshire Constabulary operates two full-time custody suites. Thorpe Wood in Peterborough which has 29 cells, and Parkside in Cambridge which has 12 cells. There are two contingency suites, March which has 11 cells, and Huntingdon which has 10 cells. The Constabulary also has access to a suite in Norfolk which is managed by Norfolk Constabulary, but can be used for Cambridgeshire Constabulary detainees.

On average, 850 detainees are held in police custody each month in Cambridgeshire. Demand is unpredictable, however minimum staffing levels are met in each operational suite to ensure the safety of detainees and staff.

All of the cells used in Cambridgeshire comply with Home Office standards. Thorpe Wood is the newer of the two suites, however there are plans to develop a new Police station which will include new custody provision.





## **CAMBRIDGESHIRE AND PETERBOROUGH INDEPENDENT CUSTODY VISITING SCHEME**

ICVs can visit any suite in the county, however they usually visit in two teams, one for each full-time operational custody suite. The North Team predominantly visit Thorpe Wood, the South Team predominantly visit Parkside or their respective contingency suites if the full-time suites are closed. Each team will usually make an unannounced visit to each custody suite, once per week.

Following a successful recruitment campaign, in the period ending March 2020 the Scheme had 24 vetted and trained ICVs. The demographics of local ICVs show an almost equal split between male and female volunteers, and a wide range of ages. It is important that the scheme is as representative as possible of the local community. Any future recruitment work will continue to identify opportunities to engage with, and recruit from, a wide range of communities.

The scheme continued to contribute to, and implement learning from the national work and direction from the Independent Custody Visiting Association (ICVA), of which the scheme is a member.

The scheme maintained a silver rating from ICVA's Quality Assurance Framework, and work has begun towards obtaining the gold rating at the next assessment.

### **SCHEME GOVERNANCE**

The Cambridgeshire and Peterborough ICV Scheme follows the steps outlined in the 'Independent Custody Visiting and Holding the Police to Account' flowchart produced by ICVA. The ICVs act as the Commissioner's eyes and ears, allowing him to fulfil his statutory duty in holding Cambridgeshire Constabulary to account. A number of mechanisms are in place to support this process. The ICV Scheme Manager, works in the Police and Crime Commissioner's office.

### **CUSTODY VISITS AND FOLLOW UP**

During visits ICVs identify, note and raise issues with the Constabulary's custody staff. For a majority of cases either a satisfactory explanation, or remedial action is carried out during the visits, and the outcome recorded on the report form.

Where issues cannot be explained or resolved at the time, they are followed up by the Scheme Manager with the appropriate member of custody staff as soon as possible.

### **QUARTERLY PANEL MEETINGS**

Quarterly panel meetings are attended by all ICVs, the Commissioner, the Scheme Manager and either a Custody Inspector or the Head of Custody. The main purpose is to provide all ICVs with a broad overview of the report forms from the previous quarter, and to discuss these with senior custody staff, who can adapt or develop policy locally. The meetings also provide an opportunity for training, ensuring that ICVs have an up to date awareness of custody issues at a local, regional and national level. Minutes of these meetings are published on the OPCC website for transparency.





## COMMISSIONER'S CUSTODY REVIEW

The Scheme Manager meets with the Commissioner, the Head of Custody and the Constabulary's Assistant Chief Constable twice. This ensures the information gathered by ICVs is used to effectively hold the Constabulary to account from the frontline through to senior management. This meeting covers high level and ongoing risks from the previous six months, and also looks ahead at any anticipated risks or issues for the following six months.

## A NATIONAL AND REGIONAL VOICE

The Scheme Manager compiles quarterly returns to the national organisation, ICVA, attends and contributes to regular regional meetings, and works with neighbouring schemes to tackle common issues in a joined-up and effective manner.

## CUSTODY VISITING DATA

In 2019-20, Cambridgeshire and Peterborough ICVs carried out 94 visits across all suites, speaking to 440 detainees of the 582 detainees in custody at the time of visits. 142 detainees were not available to speak to (they may have been asleep, in interview, speaking to a solicitor or with a healthcare provider). ICVs visited at various days throughout the week, and made a concerted effort to visit on different days, including weekends. The earliest a visit started was 07:30, and the latest visit ended was 21:20. ICVs generally avoid visiting overnight, while detainees are in their protected rest periods, however some ICVs are willing to consider "anti-social hours" visits in 2020-21.

Factoring in time spent on visits, time spent at panel meetings, training and conferences, as well as modest travel time, it is estimated that ICVs across Cambridgeshire and Peterborough volunteered over 700 hours of their time in 2019-20.

## ICV KEY SCHEME FINDINGS

**The highlights and recurrent themes are summarised below:**

### POSITIVE FINDINGS:

- Detainees self-report being treated well by custody staff. When asked by ICVs how they feel they have been treated, detainees often report they have been "treated well" and "well looked after".
- Further to self-reporting, ICVs regularly noted positive observations about the treatment of vulnerable detainees by custody staff. For example, this year commented positively on the treatment of children, detainees with physical or mental health needs, armed forces veterans, and detainees showing the effects of substance or alcohol misuse. ICVs felt this positive treatment often stemmed from high quality risk assessments and a culture that focused on welfare.
- ICVs noted on several occasions staff going above and beyond their duty in caring for detainees and in accommodating ICV visits. For example, a member of custody staff learnt basic conversational skills in languages commonly used by detainees.



- Custody staff have been keen to contribute to ICV training, and have pro-actively offered to accommodate shadowing opportunities for ICVs, regularly taking extra time to explain things to new ICVs.
- The introduction of a fresh food option for detainees has been well received by detainees and ICVs.
- The culture of openness and transparency in Custody is evident at every rank, with staff always willing to engage, and open to trialling new ways of working.

**NEGATIVE FINDINGS:**

- There were often long delays between requesting an interpreter, and an interpreter arriving at custody. While it was clear the appropriate contract management was taking place, and there were no concerns reported on the telephone interpreter service, ensuring detainees could be risk assessed quickly and safely, the issue was kept as a standing item at ICV panel meetings. This allowed for continued monitoring and feedback into national discussions.
- The introduction of the Athena software system caused a number of frustrations for staff. Work was ongoing with the developer to resolve issues at a senior level, and there were clear contingency plans to mitigate any risk to detainees. The issues reduced in number and frequency throughout the year.
- ICVs noted that CCTV systems across all suites were ageing. Staff are working with the estates teams to look at options.
- Periodically ICVs would report issues with the availability of Health-Care Professionals (HCPs) within custody, particularly at Parkside. It was felt this was due to HCP staffing numbers. Custody were aware of the issue and working positively with the provider to find a solution, with appropriate mechanisms in place to mitigate risk and ensure the welfare of detainees.

**FURTHER INFORMATION**

**MORE INFORMATION ABOUT THE ICV SCHEME VISIT:**

<https://www.cambridgeshire-pcc.gov.uk/get-involved/volunteer-schemes/independent-custody-visitors-scheme/>

<https://icva.org.uk/>



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