



To: Business Coordination Board

From: Chief Executive

Date: 09 November 2017

DELIVERY OF COMMUNITIES SECTION OF POLICE AND CRIME PLAN

1. Purpose

1.1 The purpose of this report is to update the Business Co-ordination Board (“the Board”) on activity underway to deliver the priorities set out in the Communities section of the Police and Crime Plan (“the Plan”).

2. Recommendation

2.1 The Board is recommended to note the content of the report.

3. Background

3.1 Under the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (“the Commissioner”) is required to produce a Police and Plan.

3.2 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.

3.3 There are strong mechanisms in place to scrutinise the overall performance of the Constabulary, including the priorities and outcomes set out in the Plan. Performance data is included within the Quarterly Performance report data pack and reported to the Board at three monthly intervals. Effective partnership working is also key to the delivery of the Plan.

3.4 Communities context and overview

- 4.1 The Communities element of the Plan seeks to deliver a system wide approach to community safety through collaborative working, joining-up service provision to listen and respond to day to day community safety issues.
- 4.2 The public want a local policing service they can trust and have confidence. Cambridgeshire Constabulary is committed to providing this through a local policing service that is able to respond effectively to future demand and where capable officers and staff are recruited and supported to maximise their potential.
- 4.3 Financial constraints across the public sector means that all government organisations are having to prioritise and to find the most efficient and effective ways to deliver their services. The work of the different agencies, such as healthcare providers, local authorities and the emergency services are linked. The work of one impacts on the work of the others with different agencies often dealing with the same people who have multiple issues.
- 4.4 This approach extends to the public, tapping into the knowledge, good-will and enthusiasm of our citizens to support the police and others in protecting communities.

5 Joining up service provision to listen and respond to day to day community safety issues

- 5.1 The Office of the Police and Crime Commissioner and Constabulary continue to work in partnership with others at a range of levels to jointly engage with communities. A system wide approach is needed to tackle the many and complex issues that exist. The Commissioner is taking a leading role in bringing together organisations to align work-streams and collaborate. This is being achieved amidst a rapidly changing political landscape following the appointment of the Mayor of Cambridgeshire and the creation of a Combined Authority.
- 5.2 The Commissioner chairs the Countywide Community Safety Strategic Board. This Board comprises top tier authorities, district councils, Cambridgeshire Constabulary, Cambridgeshire Fire and Rescue Service, the Clinical Commissioning Group, the Community Rehabilitation Company, National Probation Service, Community Safety Partnership (CSP) representatives and the Chairs of Safeguarding Boards, Health and Wellbeing Boards, Criminal Justice Board and the Youth Offending Board. This board identify issues which CSPs, individual Responsible Authorities and the Plan consider to be both of high importance and would benefit from a countywide approach. The board has produced a countywide Community Safety agreement. The Agreement aims to develop a more joined-up approach to community safety service delivery, enable more effective and co-ordinated strategic planning across partner agencies and to ensure sustainable and lasting improvements in delivering outcomes. Priority issues have been identified through relevant strategic assessments. Data and other crucial information is shared between agencies within legal restrictions permitted. An example of how this system leadership is working in practice is around the housing agenda. One of the biggest problems faced by offenders leaving prison is the

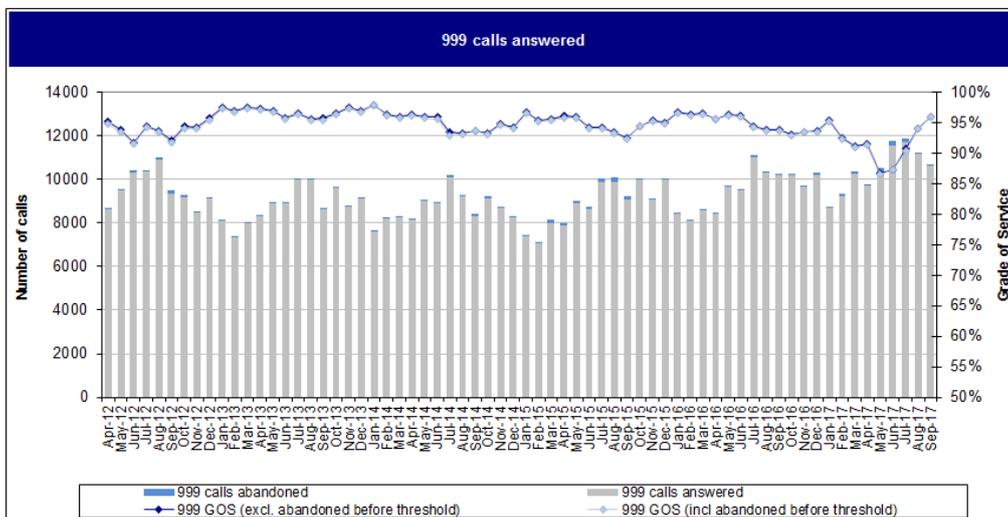
availability of housing. The Partnership recognises this as a priority and that it cannot be solved by one agency in isolation. The group is developing a coordinated approach to improving the partnership approach to housing offenders. The Group are also reviewing the partnership structures across the county to achieve the best balance between a national, regional and local approach to community safety issues.

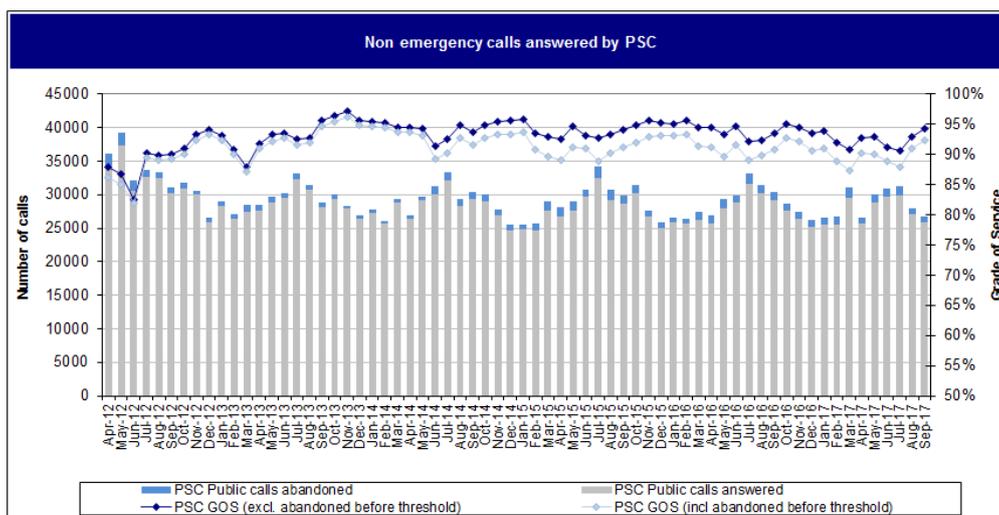
- 5.3 Another example is the Cambridgeshire and Peterborough Senior Officer Communities Group which meets quarterly and are identifying areas of shared activity to take forward. The purpose of the Group is to bring together key partners from across Peterborough and Cambridgeshire at a strategic level to deliver against a shared ambition of building stronger, self-sustaining communities. The Group looks for collaboration opportunities to jointly commission & deliver where it makes sense to do so. The network is also a forum for each Partner to share their plans and proposals for community resilience and look for synergies between the work of partner organisations.
- 5.4 The Public Protection Communications Group work together to ensure joined up communications by all agencies, focussing on issues such as victims of exploitation and abuse. By coordinating communications the members reduce the risk of confusing mixed messages being sent out to the public at large and victims of crime in particular.

6 Public contact

- 6.1 Telephone contact remains a primary route for the public to contact the police. In the last 12 months (to end September 2017) there were:
 - 123,498 calls answered by 999 (an average of 10,291 per month) 92.1% of these were answered with 10 seconds
 - 327,132 calls answered by 101 (an average of 27,271 per month) 92.8% were answered within 30 seconds

Managing the volume of calls remains a challenge. The summer of 2017 saw a sharp increase in calls for assistance. Many calls were not police related but still needed to be managed.





- 6.2 Part of the Local Policing Review (see section 7.0) is to create a Demand Hub in order to more effectively manage demand. The Demand Hub will bring together call handling, crime management and dispatch into a single location. The Hub will aim to ensure effective, consistent and robust decision making at the first point of contact, reducing overall demand and eliminating inefficiencies. While the detail of what is included in the Hub will be subject to consultation it has been agreed that force HQ will be the preferred location to deliver this service.
- 6.3 In October 2017 the Constabulary launched a much improved website to meet the growing trend for people to want to communicate with the police online. The website is designed to be more interactive and enable the public to report low level crime or provide information via easily navigated pages. These new reporting channels should also reduce demand on the 101 service. A new webchat facility is offered and is proving popular. The website is designed to work on mobile devices which is how more and more people want to send and receive information.
Link to website: <https://www.cambs.police.uk/Home.aspx>
- 6.4 Use of social media in community engagement has continued to grow with approximately 75,000 Twitter followers on the Constabulary’s main account and 49,000 friends on the main Facebook account. The main use these channels is to share information and advice. There have been a number of occasions when public feedback has helped identify wanted persons and missing persons.
- 6.5 Community engagement is crucial to maintaining public trust and confidence. Both the OPCC and the Constabulary do a considerable amount of engagement with all communities across the county. Community engagement was covered in the paper to the Police and Crime Panel on 06 September 2017. Link:
<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3925&Ver=4>

6.6 Community mapping and engagement takes place across the county. An example is the mapping carried out across Cambridge City using MOSAIC segmentation system combined with police knowledge to map the different community groups. In total 45 different community groups were identified. These 45 groups were researched in order to identify key individuals, key dates, community concerns and key locations. Local officers are able to build relationships with the local communities and gain a better understanding of their concerns. The result is that when problems arise there is already a good relationship between the police and the community.

7 Local policing

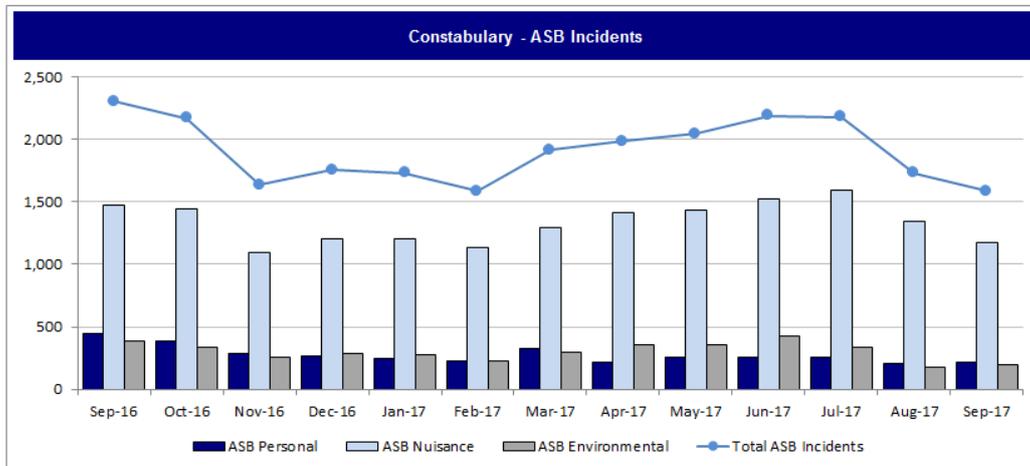
7.1 The Constabulary remains committed to providing a local policing service that the public can trust and have confidence in. However, the Constabulary is facing unprecedented levels of demand and the current policing model is not sustainable and is putting a strain on officers on the frontline. With this in mind the Chief Constable ordered a Local Policing Review (LPR). The Local Policing Review is the Constabulary's response to growing demand, the shift in crime types, the significant reduction in budgets and the continued financial pressures.

7.2 A new policing model has been proposed that will support delivery of the Plan and ensure that the force can continue to offer the best policing service to local communities and respond effectively to changing demand. Instead of having six geographical areas with six command structures, in the new model the county will be split into two geographical areas. To more effectively manage demand, a Demand Hub will be created to bring together call handling, crime management and dispatch into a single location. Its aim is to reduce demand by streamlining processes and making the first point of contact effective and consistent. Staff consultation is underway in this area. Neighbourhood policing will continue to be delivered at a local level and will remain aligned to the current CSP areas. A more detailed review is now underway to determine the most effective model to deliver a consistent approach to neighbourhood policing across Cambridgeshire.

7.3 The impact of these changes will be a more efficient and effective local policing service which is better able to respond current and future front line pressures because the right resources, with the right skills, are in the right place at the right time. Moving from 6 districts to 2 will result in a leaner management structure allowing additional resources to be invested into frontline policing, to meet increasing demand across response, neighbourhood policing and investigations. It will also result in a more consistent approach across the county in terms of communication, investigations, victim care and performance. It will also reduce pressure on staff thereby improving health and wellbeing.

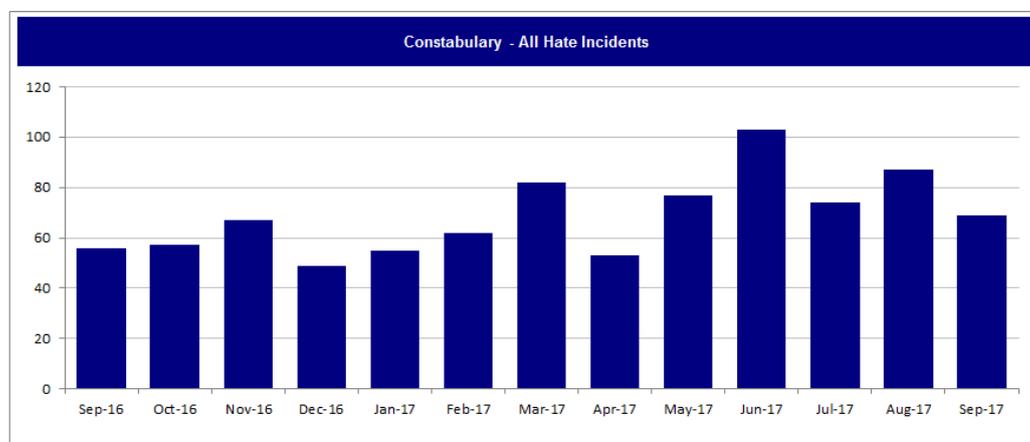
7.4 General Anti-Social Behaviour (ASB) remains an area of concern for many local communities, particularly in the summer months. The Constabulary work with local partners, particularly through Community Safety Partnerships to address common ASB issues. A number of Public Space Protection Orders (PSPOs) have been agreed over the

year to address issues such as drinking alcohol in public spaces and what is commonly known as “boy racers”. These orders enable police and partners to take immediate action, if necessary, to move transgressors on.

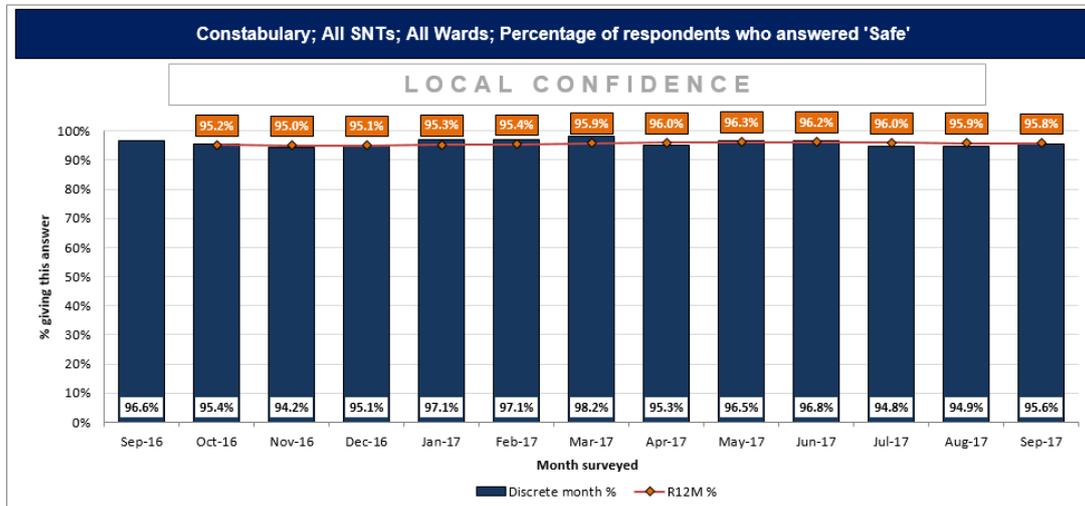


7.5 There has been an increase in instances of hate crime in recent years, against the backdrop of national events such as the Brexit vote in 2016 and a number of terror attacks. Cambridgeshire Constabulary is an active member of the South East Regional Hate Crime Group and also has its own Hate Crime Strategic Group to ensure national guidance and good practice is implemented as part of its Hate Crime Strategy. The highest month for recorded instances was 131 in June 2017. It is widely recognised nationally that hate crime is significantly underreported. The Constabulary has been working to increase confidence to improve reporting, but it is not possible to attribute this increase directly to these efforts, or determine whether there has been an actual increase in the number of crimes occurring. A Hate Crime report was presented to the Commissioner’s Business Coordination Board in August 2017. See Agenda Item 8.0, 8.1, 8.2.

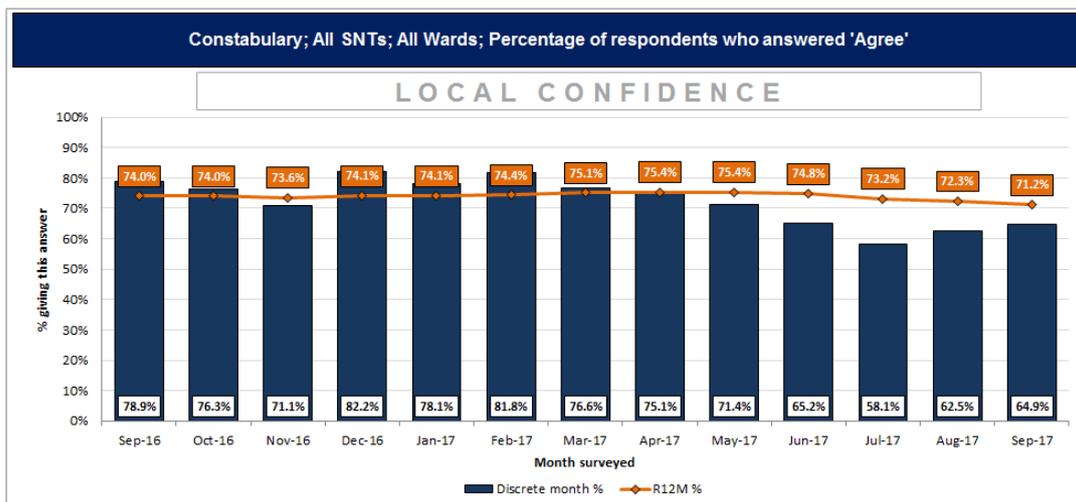
<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-august-7th-2017/>



- 7.6 The overall aim is to maintain public confidence and for people to feel that the police are dealing with the issues that concern them. The latest confidence survey shows that 95.8% of people feel safe in their communities (rolling twelve month average).



71.2% of people feel the police are dealing with issues of concern to them (rolling 12 month average). This measure has seen a decrease in recent months and is seeing a decrease over time and is a reflection of the pressure the front line is facing in meeting people’s expectations at a time of increasing demand.



8.0 Delegation of police powers

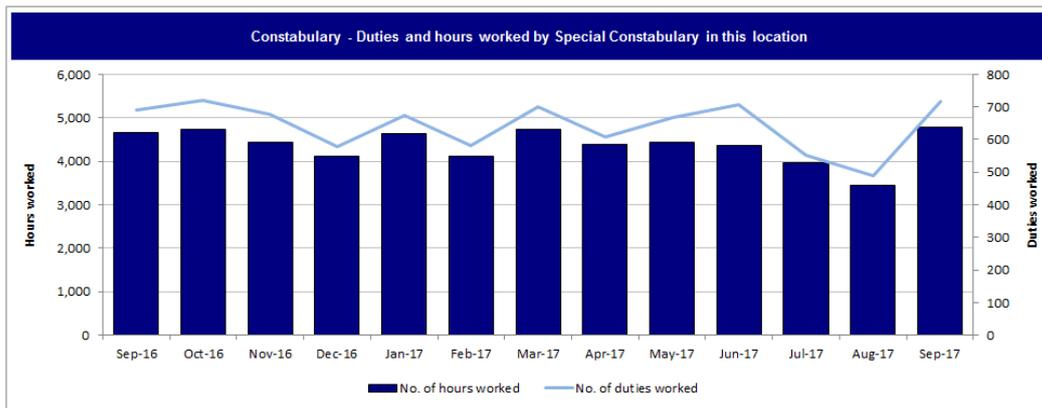
- 8.1 The Police Reform Act 2002 enables Chief Constables to ‘accredit’ non police employees with limited ‘police powers’. This is done where, after consultation, the

Chief Constable is satisfied this will support community safety. Community Safety Accreditation Schemes (CSAS) in Cambridgeshire have been set up with two traffic management companies, Addenbrookes Hospital and South Cambridgeshire District Council.

- 8.2 The latest scheme has seen the establishment of the Prevention and Enforcement Service in Peterborough. In this service, staff from Peterborough City Council, police, fire and prison services work together under a single management structure. This includes Police Constables, Police Community Support Officers, council prevention and enforcement officers, CCTV operators and fire service Community Safety Officers. The council Prevention and Enforcement Officers have now been granted delegated Community Safety Accreditation Scheme powers which give them the ability to take action against a wider range of community issues including littering, begging and cycling on pavements.
- 8.3 The Commissioner and Chief Constable are discussing other areas where the Chief Constable may consider delegation certain powers to support enforcement.

9.0 Increase public involvement to improve community understanding and resilience

- 9.1 The involvement of the county's citizens is vital and the Constabulary continue to work with a wide range of volunteers. The Citizens in Policing Strategy sets out the Constabulary's approach to increasing citizen participation in supporting the constabulary. It will link in with the local policing review.
<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-may/>
- 9.1 The special Constabulary has an establishment of 242 with around 52,000 hours worked in a twelve month period. Although the number of Specials has decreased from last year, the hours worked are still comparable. Application processes and progression have been simplified to make it easier for people to apply and progress. Retention of Specials remains an issue as several use the Special Constabulary as a stepping stone to becoming regular officers (accounting for around 25% of leavers in Cambridgeshire). National turnover of Specials is 25.9%. Projected turnover in Cambridgeshire is 20.9%. Opportunities around Employer Supported Policing (ESP), where companies allow staff time off work to volunteer, are being explored. The Commissioner will seek the support of businesses and business support organisations to raise awareness and activity.



9.2 There are around 100 Police Support Volunteers (PSVs) who are involved in 43 different supporting roles with formalised role profiles continuing to be developed in consultation with Unison. Roles include specialist analysts, Restorative Justice Facilitators, Victim Care Coordinators and Mobile CCTV Officers. PSV bring additional resilience and specialist skills to the Constabulary.

9.3 The Volunteer Police Cadets scheme continues to inspire young people across the county. There are currently 126 cadets with an additional new group launched in St Neots. They continue to help with community safety with activities such as event management and crime prevention initiatives. This year saw the first cadet progress to becoming a Special Constable.

9.4 The Commissioner has funded a Watch Coordinator post that's sits within the Constabulary. This post is mainly focussed on supporting and developing Neighbourhood Watch and Speedwatch although it also considers other watch schemes (e.g. Horsecwatch). Neighbourhood Watch has 8,000 members while Speedwatch now has 2,000 members. Countryside Watch has 2,500 members.

9.5 The Commissioner has direct responsibility for coordinating and overseeing the Independent Custody Visitor (ICV) scheme. ICVs are members of the local community who make unannounced visits to custody suites to check on the treatment of detainees. Last year (April 2016 to March 2017) ICVs spent more than 124 hours in custody suites, visiting 489 detainees. The Independent Custody Association (ICVA) shadowed a recent Her Majesty's Inspectorate of Constabulary inspection and were highly complementary of the Cambridgeshire scheme. The Commissioner attends the quarterly panel meetings and also has a six monthly review with the Constabulary to maintain his personal oversight of the scheme.

10.0 A workforce representative of the Communities we serve

10.1 The Huma Resources function is a collaborated function with Bedfordshire Police and Hertfordshire Constabulary. A Development and Progression Working Group has recently been established to look at ways of offering development and progression opportunities to all under-represented groups across the three forces including

promotions and lateral development, barriers that groups might face and how these barriers can be removed.

- 10.2 The most recent statistics for Black and Minority Ethnic (BME) police officer posts stand at 2.6% of total workforce showing a small but steady increase since 2014. This is against a county average BME population of 9.7%. In 2016, 13% of Police Officer Applicants were BME.
- 10.3 The Constabulary instigated a Positive Action recruitment process to raise the number of BME applicants and reduce the barriers to their selection. This included targeted recruitment events, a buddy scheme to assist with the recruitment process, delivery of an eight week Access Course presenting the different police functions and an easing of the spelling and grammar requirements of the application form.

This increased targeted activity resulted 284 BME applications. This represents a higher percentage of applicants from BME communities (18.6%) compared to previous recruitment rounds (10-12%). However, the number of applicants that either withdraw or failed to meet the standards required remains high with 5 applicants (3%) being successfully recruited.

Going forward the Constabulary will continue with this positive action programme and also re-contact those that narrowly failed to see if they can be supported to overcome the areas they failed in.

See report to Business Coordination Board on BME recruitment at <http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-may/>

11.0 Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust

- 11.1 The HR function is a collaborated department with Bedfordshire Police and Hertfordshire Constabulary. The People Strategy addresses recruitment, retention and progression policies to provide a workforce that is representative of the communities we serve. It also includes work streams to maintain professional standards to maintain the integrity of the Constabulary (see Business Co-ordination Board paper Aug 2017, Agenda Item 10).

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-august-7th-2017/>

- 11.2 Integrity – ‘doing the right thing in the right way’ - cuts across all areas of policing in respect of the decisions that are made and how people are treated. No one element or approach to driving integrity can stand-alone. Pro-activity around integrity such as the Code of Ethics, behaviours, conduct, decision making, governance processes and controls assurances, are taken together to ensure the public can be assured that the

Commissioner, his office, and the Constabulary, acting fairly, honestly, respectively and ethically.

- 11.3 The Commissioner continues to monitoring complaints through PSD Governance Board quarterly meetings. The Board is pro-active in monitoring progress against Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Legitimacy recommendations and areas for improvement and Independent Police Complaints Commission requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. An internal audit is being undertaken to give assurance on follow-up with HMICFRS inspection and Professional Standards Department governance.

12.0 Conclusion

- 12.1 The overarching outcome of the work outlined in this report is for communities to have confidence in how the police respond to their needs. This is against a backdrop of increasing demand and reducing resources, a reality faced across public services. The Constabulary are taking steps to ensure that they are able to meet future demand within the forecast resources available through reviewing local policing provision, aligning community participation activity and supporting the recruitment, retention and progression of its people.
- 12.2 Creating stronger, safer communities cannot be achieved by one organisation alone. It requires a system wide approach to solve long standing, deeply entrenched problems in a rapidly changing world. This, in turn, requires strong leadership and the Commissioner is in the right place, at the right time, to provide that leadership and work with other county leaders to keep Cambridgeshire safe.

13.0 Recommendation

- 13.1 The Board is recommended to note the content of the report.

BIBLIOGRAPHY

Source Documents	Police and Crime Plan http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/09/Police-and-Crime-Plan-March-2017-FINAL.pdf Police and Crime Commissioner’s Community Engagement http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CI d=543&MI d=3925&Ver=4
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	<p>Hate Crime Review Paper http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-august-7th-2017/</p> <p>Citizens in Policing Strategy http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-may/</p> <p>BME Recruitment http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-may/</p> <p>BCH HR People Strategy http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-august-7th-2017/</p>
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